National Emergencies:
Canada's Fragile Front Lines

An Upgrade Strategy

Standing Senate Committee
on National Security and Defence

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MEMBERSHIP

37th Parliament – 3rd Session

STANDING COMMITTEE ON NATIONAL SECURITY AND DEFENCE

The Honourable Colin Kenny, *Chair*
The Honourable J. Michael Forrestall, *Deputy Chair*

And

The Honourable Senators:

The Honourable Norman K. Atkins
The Honourable Tommy Banks
The Honourable Jane Cordy
The Honourable Joseph A. Day
The Honourable Michael A. Meighen
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DEDICATON
Grant Purves

Grant Purves joined the Parliamentary Research Branch of the Library of Parliament in 1974. He was assigned to the Committee at its inception in mid-2001 and he worked for it until his passing two years later.

Grant was a warm, kind, easy-going person and a wonderful colleague. He approached everything – be it fathering, his work with the Branch, or his reading and research – with a thoroughness and dedication that was respected and appreciated.

He was a multifaceted person. He was intellectually curious but also practical, a builder of his home, a scholar and a gentleman.

We miss him very much.

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Preface

The Committee received a great deal of evidence during its examination of Canada's approach to natural and man-made emergencies.

The Members hope that the material we have gathered and the conclusions that we have reached will lead to the creation of a response system that will serve Canadian citizens better than the current one does.

The Committee started work on this report before September 11, 2001, and we continued our work after the new prime minister implemented what was to be one of our major recommendations when he made the Deputy Prime Minister, the Honourable Anne McLellan, PC, M.P., responsible for the Ministry of Public Safety and Emergency Preparedness.

That's an important start to reforming the Canadian emergency preparedness system, but only a start. What needs to be done will require significant resources and an unprecedented degree of teamwork among all levels of government in Canada.

Now is the time.

Col Kenny

Colin Kenny, Chair

Michael Forrestall, Deputy Chair

National Emergencies:

We Scramble to Survive

Emergencies, by definition, require swift, efficient reaction if tragedy is to be averted. National emergencies are emergencies writ large. National emergencies require extremely well coordinated responses. Sophisticated planning, streamlined systems and adequate resources must be mobilized if devastation is to be minimized. Achieving this kind of fine-tuning is not easy in a country as administratively complex and geographically vast as Canada. But developing the capacity to respond swiftly and appropriately to national emergencies is vital to the well being of Canadians.

National emergencies are no longer rare in Canada. Consider a partial list of Canadian crises during the past few years: floods in Manitoba, the ice storm in eastern Ontario and Quebec, the E.coli outbreak in Walkerton, forest fires in British Columbia, Mad Cow in Alberta, SARS in Ontario, hurricanes in the Maritimes, the power blackout in Ontario, the September 11, 2001 attacks on the United States and the terrorist crisis since then.

Each of these events caused turmoil and significant economic damage, and in cumulative terms their cost was devastating. Even more importantly, many lives were lost. That a greater number of deaths did not occur is attributable, for the most part, to a combination of valiant local efforts and good luck. Canadians scrambled in the face of catastrophe, and most of us survived.

But what about next time? When it comes to man-made or natural crises, Canada has a history of muddling through. In a world that has become much more unpredictable, in which nature has become more capricious and man-made threats have become far more likely and far more ambient, muddling is not enough.

The most critical roles in responding to unexpected threats are invariably played by the people at the scene – the first responders. We Canadians depend upon the reactions of individual fire and police detachments, ambulance services, doctors, nurses, emergency response teams, enlisted soldiers and reserves and a wide variety of civic officials and volunteers to snuff out the impact of emergencies before they get out of hand.

For two and a half years, the Standing Senate Committee on National Security and Defence has searched for answers to one question:

How can we help these people react to the very best of their abilities when major crises arise?

Where is federal government leadership needed most to ensure that Canada provides its citizens with the best protection possible at a reasonable cost?

An Unready Nation

There were not always nation states, and until relatively recently, there were not democratic nation states devoted to bettering the interests of all citizens. When human beings advanced to the stage of developing such states, the first principle was the physical protection of those citizens.

As powerful as they are, even the most advanced states do not have limitless resources. If Canada's government did have access to limitless resources, clearly the country's national health plan, as one example of an institution that offers physical protection to Canadian citizens, would not be undergoing the difficulties that it is today.

The Committee therefore undertook its investigations recognizing that no government or combination of governments can be expected to protect everyone all of the time.

However, we also recognize that any society worth preserving deserves a rational level of protection from abnormal threats – threats, as noted above, that have become more persistent, threats that are unlikely to disappear during any Canadian's lifetime. **Preventative measures are a tenet of good government and an indicator of an enlightened society.**

Canadians, alas, have a chronic history of unreadiness. As Dr. Thomas Axworthy, former principal secretary to Prime Minister Pierre Elliott Trudeau, remarked while testifying before the Committee, "Ethelred the Unready should be the patron saint of Canada."[1]

The fact that Canada was unprepared for two world wars cost us many young lives. The fact that we are clearly so unready for a wide variety of potential disasters could cost us even more lives. Within the bounds of financial realism, there is no excuse for unreadiness. Governments are paid to be ready. That is how they earn their keep.

There is an old expression: "You can pay now, or you can pay later." So inevitable are national disasters in any reasonable prognosis for Canada's 21st century that the Committee would amend this homily to: "We can pay now – or we can pay a lot more later."

That is true in terms of protecting Canadians, and it is true in terms of sustaining our economic relationship with the United States. A rupture of that relationship would virtually bankrupt Canada. It is therefore a sobering thought that another major terrorist catastrophe in the United States would probably result in the sealing of the U.S. borders, which would cause a global depression comparable to that of the 1930s.

The Members began hearing testimony on emergency preparedness in July 2001. This report summarizes the evidence received from July 2001 to January 2004, and reflects the changes in the machinery of government made by Prime Minister Paul Martin in December 2003. The evidence came under the following four headings:

- Testimony from hearings
- Visits to the field
- Documents gathered

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[1] Thomas S. Axworthy, "Testimony," Proceedings of the Standing Senate Committee on National Security and Defence, Issue 24, 37th Parl., 2nd Sess., (29 September 2003).

- Answers from Canadian first responders to an emergency preparedness questionnaire. Of the 100 surveys distributed, 86 responses were received.

The Committee heard testimony from federal government officials, provincial emergency managers, and first responders. Specifically, it heard from the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP), the former Department of the Solicitor General, the Privy Council Office, the Department of Foreign Affairs and International Trade, Health Canada, the Royal Canadian Mounted Police, Canada Customs and Revenue Agency, Transport Canada, the Toronto Police Service, the Toronto Medical Officer of Health, and Dr. Douglas Bland from Queen's University.

The Committee was fortunate to gain additional insights into the challenges facing municipal personnel during its travels to Vancouver (twice), Winnipeg, Halifax (twice), Washington, D.C., Regina, Edmonton, Windsor, Montreal, and Toronto.

This report is part of a series investigating the security of Canadians. The core of the report examines interactions among federal, provincial and municipal planners and practitioners with regard to emergency preparedness. The Committee intends to focus more particularly on specific problem areas at a later date.

CHAPTER 1: Threats

Neither our aboriginal ancestors, nor our immigrant ancestors, ever thought of Canada as a comfortable place. Challenged, as they were by the harshness of the winters, short growing seasons and general lack of amenities all around, comfort was the last word that came to mind. By the second half of the 20th century, however, Canada had climbed to a lofty rung on the global comfort ladder.

Central heating helped, of course, but so did a general reduction in fear. Canada had become something of an international haven. Threats – even those as Draconian as nuclear war – seemed remote.

Our American neighbours have always thought of themselves as world winners across the board, but there is one category in which they have never been able to beat us: they have never felt as secure as we have. Canadians have national health care, fewer guns on the street,[2] and a different attitude with respect to involvement in at least some foreign wars.

It is somewhat ironic, then, that when it comes to physical crises, Canada's threat management record has been quite dismal. Our ancestors weren't ready for the North-West Rebellion in 1885, any more than Canada was equipped to handle the crash of Swissair Flight 111 in 1998, or the SARS crisis in 2003. Nor have we been ready for many big crises in between – including the two world wars.

Is the Committee exaggerating? We don't think so. Anyone who wakes up to CBC Radio would have heard two reports within an hour of each other on the morning of November 18, 2003. The first, on the 8 a.m. news, talked about how completely unready the Canadian medical community was for the SARS outbreak. The second, on the topical news program "The Current," quoted several rural British Columbians about how uncoordinated the initial response was to the horrific forest fires that devastated the province in the summer of 2003 (see Appendix 8, page 153).

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[2] In a 1998 study funded by the Department of Justice Canada, nearly 22 per cent of Canadian household respondents said that they possessed a firearm, compared with 48.6 per cent of American households. The study also noted that American respondents were much more likely to be a victim of a firearm-related attack. See Richard Block, "Working Document – Firearms in Canada and Eight Other Western Countries: Selected Findings of the 1996 International Crime (Victim) Survey," (Ottawa: Department of Justice Canada, January 1998) vi-vii. Available at: http://canada.justice.gc.ca/en/ps/rs/rep/ wd97-3a-e.html. Last visited: 13 November 2003.

In addition, of the eight large municipal respondents to a Committee emergency preparedness questionnaire, only four – Vancouver, Montreal, Ottawa and Winnipeg – felt confident that they were prepared to deal with major emergencies, while the remainder – Toronto, Edmonton, Calgary and Hamilton – stated that their cities were "somewhat" prepared. None of the respondents in medium, small, or very small municipalities said that they were prepared to deal with major emergencies.

Facing Up to Reality

Perhaps Canada's low-key, laid-back approach is part of our survival strategy. Americans tend to feel lost without a threat at hand. Our neighbours are nothing if not dramatic. We're a quieter crowd.

It is true that sometimes the best way to avoid trouble is to turn away. *Sometimes*. But most often trouble finds people who aren't paying attention to warning signs. Right now, Canada is not paying nearly enough attention to preparing for big bad moments. They might turn out to be as scary as the SARS epidemic, or the destruction of the World Trade Center towers. Or they could end up being a lot worse.

There are only two certainties. The first is that big, bad moments will come to Canada. The second, our investigations showed, is that Canadians are unprepared.

Acts of God – and the Devil

James Harlick, the assistant deputy minister responsible for the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP), testified as to the variety of natural and man-made threats facing Canada. Simple natural disasters, he said, are enormously expensive. The Saguenay River flood in Québec (1996), the Red River flood in Manitoba (1997), and the eastern Ontario / western Quebec ice storm (1998) racked up more than $5 billion in cumulative damages.

Such "Acts of God" are, by definition, unpreventable, but does that mean we should not prepare for them? Or does it make more sense to build stronger high-voltage transmission towers, design better dykes and flood ways, and have emergency networks in place to diminish loss of life?

What about man-made threats? Terrorism has managed to outstrip nuclear war as the greatest threat to world stability. Events in Iraq, Saudi Arabia and elsewhere have clearly shown that America is not the only target. Anyone who associates with Americans – even independent aid agencies – are in the cross-hairs. The Committee's last report in this series *(Canada's Coastlines: The Longest Under-Defended Borders in the World)* opened with these paragraphs:

> Suppose ten people, acting in common ideological cause, spread out into dry woods across Canada on a hot summer day. How much damage could they do, armed with nothing more than penny matches?
>
> How much damage could five people do – using explosives with components available at any garden centre – if they decided to cripple North America's common electricity grid by knocking out five high transmission lines?
>
> It is common knowledge that only a small percentage of containers entering North American ports currently get searched. Consider the immense potential for devastation if just one of the unsearched contained a dirty bomb.
>
> Many modern terrorists do not mind killing themselves if they can do enough damage in the process. Suppose someone inoculated a group of people with smallpox in some far off land just before they flew to North America. Their symptoms would be unlikely to appear until hours after they – and their vulnerable and unknowing fellow passengers – deplaned. Might epidemics be this century's main weapons of war?

Terrorists don't need bombs to disrupt computer networks, which are now the bloodstream of our economic lives. Computers control virtually everything that manual switches controlled two decades ago, from the flow of power through transmission lines, to street lighting to the flow of waterways. A survey published in 2002 by the United States-based Computer Security Institute concluded that 90 per cent of 500 government agencies, corporations, and medical, financial and educational institutions had detected cyber-security breaches in their systems the previous year.[3]

Terrorists also don't need bombs to launch bio-terrorist attacks. In March 2000, Health Canada convened a conference to discuss the public health issues related to such attacks. The record of the discussion noted that an expert panel convened in 1999 by the United States Centers for Disease Control and Prevention (CDC) found that six micro-organisms posed the greatest public health threat:

- bacillus anthracis (anthrax);

  Anthrax could be spread as an aerosolized biological weapon. The aerosol would be odourless and invisible and could travel many kilometres before disseminating.[4]

- variola major (smallpox);

  Smallpox can spread from contact with infected persons, or through direct contact with contaminated objects such as bedding or infected bodily fluids. On rare occasions, smallpox has spread through the air in enclosed settings.[5]

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[3] Christopher Guly, "Ottawa Aiming to Thwart Cyber-Terrorists," The Globe and Mail, Thursday 26 June 2003: B18.

[4] Thomas V. Inglesby, et al., "Consensus Statement - Anthrax as a Biological Weapon," Journal of the American Medical Association, 281.18 (May 1999). Available at: http://jama.ama-assn.org/cgi/content/full/ 281/18/1735?#REF-JST80027-1. Last visited: 7 November 2003.

[5] Centers for Disease Control and Prevention (CDC), "Smallpox Questions and Answers: The Disease and the Vaccine," (31 March 2003). Available at: http://www.bt.cdc.gov/agent/smallpox/overview/faq.asp. Last visited: 7 November 2003.

- yersinia pestis (plague);

Yersinia pestis could be used in an aerosol attack causing cases of pneumonic plague. People would develop symptoms one to six days after infection.[6]

- botulinum toxin (botulism);

Food-borne botulism is a potential public health emergency because it could be transmitted through contaminated food.[7]

- francisella tularensis (tularaemia); and

Tularemia could be weaponized and transmitted through the air. People would develop symptoms three to five days later.[8]

- filovirus / arenavirus (hemorrhagic fevers).

Viral hemorrhagic fevers are all highly infectious via the aerosol route. Most are very stable as aerosols and could be weaponized.[9]

Most of these micro-organisms are treatable:

- tularaemia (vaccine exists);
- smallpox (vaccine exists);
- plague (treatable with a vaccine if administered within 12-24 hours of the onset of symptoms);

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[6] CDC, "Frequently Asked Questions About Plague" (3 October 2002). Available at: http://www.bt.cdc.gov /agent/plague/faq.asp. Last visited: 7 November 2003.

[7] CDC, "Fact Sheet on Botulism," (14 October 2001). Available at: http://www.bt.cdc.gov/agent/botulism/ factsheet.pdf. Last visited: 7 November 2003.

[8] David T. Innis, et al. "Tularemia as a Biological Weapon: Medical and Public Health Management," Journal of the American Medical Association 285.21 (June 2001): 2763. Available at: http://www.bt.cdc.gov/Agent/Tularemia/TularemiaConsensus.pdf. Last visited: 7 November 2003.

[9] Peter B. Jahrling, "Viral Hemorrhagic Fevers," Medical Aspects of Chemical and Biological Warfare, Frederick R. Sidell, Ernest T. Takafuji, and David R. Franz, eds., (Washington, D.C.: Office of the Surgeon General, 1997). Available at: http://www.nbc-med.org/SiteContent/HomePage/WhatsNew/MedAspects/ contents.html. Last visited: 7 November 2003.

- anthrax (treatable with a vaccine if administered before symptoms emerge); and
- botulism (treatable with a vaccine if administered shortly after infection).

However, there are no vaccines for most types of hemorrhagic fever (such as the Ebola virus). The exceptions are the new Argentine hemorrhagic fever vaccine that is an investigational drug and the yellow fever vaccine.[10]

Health Canada has determined that a terrorist attack employing one of these biological agents would be disastrous. Using a CDC model and Canadian data, it concluded that under certain conditions an anthrax attack on 100, 000 Canadians would result in 50, 000 anthrax cases, 32, 875 deaths, 332, 500 hospitalization days, and a cost of $6.5 billion.[11] Despite this, of the six micro-organisms listed above, only for smallpox does Health Canada have a specific plan. The others are handled as part of its generic all-hazards approach.

The Committee recommends that:

> **1. Health Canada develop a national plan to counteract potential outbreaks of the other five micro-organisms, and that it report to Parliament and the public by 31 March 2005 that this is completed.**

Why should we be paying more attention? Partially because there is a growing possibility that Canada will be targeted. But also because we have become an easier target. Mr. Harlick told the Committee that there are four reasons why Canada's risks have become magnified:

1. The country's population and wealth are increasingly concentrated in a small number of highly vulnerable areas;

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[10] Joseph Cirincione with Jon Wolfsthal and Miriam Rajkumar, Deadly Arsenals: Tracking Weapons of Mass Destruction, (Washington, D.C.: Carnegie Endowment for International Peace, 2002) 57-60, 62.

[11] Health Canada, "Bioterrorism and Public Health," Canada Communicable Disease Report, 27.04 (15 February 2001). Available at: http://www.hc-sc.gc.ca/pphb-dgspsp/publicat/ccdr-rmtc/01vol27/ dr2704ea.html. Last visited: 16 October 2003.

2. Climate change is expected to increase the frequency and severity of extreme weather events;
3. Canada's infrastructure is aging, making it more susceptible to damage; and
4. Communities have become more dependent on advanced technologies.

A computer hacker in Australia, Mr. Harlick pointed out, altered the control mechanisms in 100 sewage pumping stations, causing 1 million litres of raw sewage to overflow. In February, 2000 a 15-year-old Montrealer who called himself "Mafia Boy" caused an estimated $1.2 billion in business losses through a series of denial-of-service attacks.

Natural Disasters. Biological threats. Technological dependency. Terrorism. A country that isn't paying attention to its vulnerabilities in these areas should share a spot with Alfred E. Neuman on the cover of Mad magazine: *What me worry?*

Recommendations

The Committee recommends that:

1. Health Canada develop a national plan to counteract potential outbreaks of the other five micro-organisms, and that it report to Parliament and the public by 31 March 2005 that this is completed.

CHAPTER 2:
Federal Government Responses

What measures has the federal government taken in response to the increased likelihood of national disasters? What institutions are mandated to respond to the challenge, and what systems and resources have been put in place?

OCIPEP

In February 2001, former Prime Minister Jean Chrétien announced the creation of the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP) to replace Emergency Preparedness Canada. "The protection of Canada's critical infrastructure from the risks of failure or disruption is essential to assuring the health, safety, security and economic well-being of Canadians," said the Prime Minister.[12] For the next two and a half years, OCIPEP would be located within the Department of National Defence.

Mr. Harlick told the Committee in July 2001 that it is OCIPEP's role to provide national leadership and serve as the focal point for Canada's emergency preparedness. Coordination with other departments and agencies – including the then Office of the Solicitor General and the Royal Canadian Mounted Police (RCMP) and the Canadian Security Intelligence Service (CSIS) – was essential to that role. According to Harlick OCIPEP has responsibilities in many areas that connect with emergency preparedness, including:

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[12] Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP), "The Office of Critical Infrastructure Protection and Emergency Preparedness," (12 December 2003). Available at: http://www.ocipep.gc.ca/whoweare/index_e.asp. Last visited: 12 January 2004.

> "operational response, including threats and incident analysis, vulnerability assessment and threat and incident response – which, of course, are conducted by the RCMP and CSIS; awareness and outreach to potential partners in the provinces and territories and the private sector; research on and development of solutions to our technological vulnerabilities and risks; and training and education to teach and equip people and organizations to achieve a higher level of cyber security awareness."

Mr. Harlick also discussed OCIPEP's national coordination role. He said that in the event of an emergency, the organization would use its monitoring centre to work with key emergency management partners in all orders of government. The challenge, he said, is that this would require an unprecedented level of cooperation inside and outside of government.[13]

OCIPEP's attempts to develop a National Disaster Mitigation Strategy (NDMS) indicate that inter-governmental coordination is not easy to achieve. In 2002 OCIPEP held consultations on developing such a strategy with provincial and territorial governments, representatives of the private sector and non-governmental organizations. These discussions were summarized into a proposed NDMS framework, which led to further consultations in 2003.[14] But more than two years after September 2001, there is still no strategy in place.

More problems were revealed by the respondents to the Committee's emergency preparedness questionnaire. Of the 86 municipalities that responded to the Committee's questionnaire, only 9.9 percent of respondents said that they were satisfied with the services of OCIPEP. In addition, 62.5 percent of respondents from large communities indicated that they were not satisfied with OCIPEP. Many respondents simply knew too little about the organization to comment. This is the loudest comment of all.

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[13] James Harlick, "Testimony," Proceedings of the Standing Senate Committee on National Security and Defence, Issue 2, 37th Parl., 1st Sess., (19 July 2001).

[14] OCIPEP, "Fact Sheets: National Disaster Mitigation Strategy," (January 2003). Available at: http://www.ocipep.gc.ca/info_pro/ fact_sheets/general/P_NDMS_e.asp. Last visited: 4 November 2003.

Prime Minister Paul Martin moved OCIPEP out of the Department of National Defence in order to improve inter-departmental and inter-governmental cooperation. In December 2003, the Honourable Anne McLellan, P.C., M.P., was appointed Deputy Prime Minister as well as minister responsible for the new Public Safety and Emergency Preparedness portfolio, into which OCIPEP is being integrated.

On 18 December, Ms. McLellan said that she intended "to make sure we're functioning in a more integrated way, sharing information and sharing information obviously not only within the Government of Canada and all its agencies and departments but with other levels of government, the provinces and municipalities and cities."[15]

The Committee is of the view that Prime Minister Martin's initiative is a step in the right direction. The Committee recommended similar action on page 126 of its October 2003 report *Canada's Coastlines: The Longest Under-Defended Borders in the World.*

However, as the Committee will demonstrate in this report, making functional changes to OCIPEP's mandate and methodology will be even more important than rearranging the agency's position within the machinery of government.

The Committee is convinced that the time to make these changes is now, with a new government in the process of establishing what all parties hope will be a more alert and responsible approach to the security of Canadians.

There will never be a better window of opportunity to strengthen the frail infrastructure that has left Canadians so vulnerable for so long.

Conducting the Orchestra

One of Prime Minister Martin's first changes in cabinet responsibilities was to designate the Minister for Public Safety and Emergency Preparedness as the lead minister for public safety, replacing the

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[15] The Honourable Anne McLellan, P.C., M.P., "Statement at the Emergency Management Alberta Operations Centre in Edmonton," (18 December 2003). Available at: http://www.sgc.gc.ca/publications/speeches/20031218_e.asp. Last visited: 12 January 2004.

Solicitor-General. The Minister has statutory responsibility for national security, policing, and law enforcement, coordinating Canada's terrorist response, and is charged with ensuring that national responses to crises are effective.

Michel D'Avignon, the Director General for National Security with the Department of the Solicitor General (now a part of the Public Safety and Emergency Preparedness portfolio) told the Committee before the shuffle in Cabinet responsibilities that the Solicitor-General's role was "to act as a catalyst, either bringing the portfolio or the broader federal community together, to address national security issues that need a horizontal approach." [16]

Committee members noted that before the Cabinet shuffle it had not been clear whether the Solicitor General's office or OCIPEP itself was coordinating national emergency preparedness. The Committee was not convinced when Mr. D'Avignon said he was "satisfied" that Ottawa would be able to act quickly, coherently and collectively, and that the Office of the Solicitor General was working to develop "a good symbiotic relationship" with OCIPEP.

It comes as some relief, then, that OCIPEP and the former Department of the Solicitor General have been integrated into one organization. The Committee believes that one organization dedicated to tackling all national emergencies will serve Canadians more efficiently and effectively than parallel structures dedicated to different scenarios.

Too much of the testimony that the Committee received strongly suggested that Canadians generally have not been getting the protection that they deserve from OCIPEP, and that Canadian taxpayers are not getting value for money.

Getting funds into the hands of the heavy lifters – our first responders in police, fire, ambulance, hospital and other front line emergency units – will require smooth linkages between all levels of government. In short, it will require cooperation, supposedly a very Canadian concept. The Committee would like to see evidence that OCIPEP is going to every length possible – through funding, diplomacy, the fostering of public awareness and all other means available to it – to ensure first responders have the resources and support they need to do their jobs. OCIPEP needs to start listening to those first responders to determine what their needs are, and then it needs to do everything in its power to see that those needs are met.

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[16] Michel D'Avignon, "Testimony," Proceedings of the Standing Senate Committee on National Security and Defence, Issue 2, 37th Parl., 1st Sess., (19 July 2001).

The new Public Safety and Emergency Preparedness portfolio includes a critical incident response component that requires that close contacts be maintained with provincial police organizations. It administers *The Security Offences Act (1984)*, for example, which calls for liaison between the RCMP and all other police forces in Canada. This facilitates consultations on counter-terrorist efforts.

The Provincial Police Services Agreement (PPSA) (1992) is a bilateral agreement that enables the RCMP to provide policing services to all territories and provinces – except for Ontario and Quebec. Article 8.4a of the PPSA states that, during a provincial emergency, the Commissioner of the RCMP, in consultation with the Provincial Minister and the approval of the Solicitor General (now the Minister for Public Safety and Emergency Preparedness), can draw up to 10 per cent of the RCMP Contract Policing members for redeployment towards identified emergencies. Similarly, Article 8.5a states that the Commissioner of the RCMP, in consultation with the Provincial Minister and the approval of the Minister, can utilize up to 10 per cent of the RCMP Contract Policing members in a province in order to respond to a federal emergency that is perceived to exist anywhere in Canada.[17]

The Committee believes that the Provincial Servicing Agreement is a very useful emergency response mechanism. However, it would be improved if all provinces had equivalent agreements.

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[17] Royal Canadian Mounted Police, Provincial Police Services Agreement: Interpretation and Administrative Procedures, (Ottawa: RCMP, 1995) 60, 62.

The Committee recommends that:

2. Canada's Minister for Public Safety and Emergency Preparedness negotiate agreements with the governments of Ontario and Quebec to ensure that the citizens of all provinces in Canada have timely access to additional police to deal with any incident designated by provincial authorities to be an emergency.

Counting on the Canadian Forces

Many Canadians assume that the Canadian Forces will always be made available if the resources of local police, fire and other emergency response agencies prove to be inadequate in a crisis.

Deputy Chief of the Defence Staff Vice-Admiral Greg Maddison's testimony should qualify that assumption. Maddison told the Committee that domestic operations are not a primary responsibility of the armed forces, nor are the armed forces adequately equipped or trained to fill that role. While it was true that military assets could be called upon in response to terrorist attacks or in other national emergencies, the Department of National Defence (DND) is not responsible for terrorist attacks on domestic soil. The Canadian Forces, he said, "are not the first responders."[18]

According to Maddison, if a major disaster were to occur, OCIPEP would coordinate the federal response to provincial authorities using in-house resources. The Canadian Forces could be called if these resources proved to be insufficient, but the military would not be the 'lead.' The Committee heard that there are a variety of circumstances under which a request for military assistance can be made. These range from the provision of equipment and personnel in support of local emergencies to armed assistance as aid of the civil power. Operational commanders can respond to some of these requests, although if significant resources are needed the request must go to the national level. Aid of the civil power is different because only provincial solicitors general can request it, and the Canadian Forces Chief of the Defence Staff would be legally obligated to respond. Aid of the civil power requests are also different because this is the only situation in which DND controls the response.

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[18] Greg Maddison, "Testimony," Proceedings of the Standing Senate Committee on National Security and Defence, Issue 14, 37th Parl., 1st Sess., (6 May 2002).

Vice Admiral Maddison commented accurately on the letter of the law as it pertains to the role of the Canadian Forces in dealing with domestic emergencies. However, the Committee is not convinced that the Forces are doing enough to prepare for the spirit of the law.

The Committee recommends that:

3. the Canadian Forces enhance their capabilities for their role in national emergencies by:

- **a. ensuring that the Regular Forces are equipped and trained to deal with significant emergencies in Canada and that they are involved in regional emergency planning;**
- **b. expanding the role of the Militia to be a civil defence force capable of quickly aiding local authorities in the event of a national emergency; and**
- **c. involving the Militia in emergency planning and training in conjunction with municipalities across the country.**

Canadian Forces Disaster Assistance Response Team (DART)

The DART team can react rapidly to domestic or international man-made emergencies or natural disasters. However, it is difficult to predict how long it would take the DART to deploy to anywhere in Canada or the world. The response time varies depending on the availability of transport aircraft, the number of hours it takes for personnel to concentrate at 8 Wing Trenton, the DART airhead, and other factors. International deployments require country studies to ensure that DART is not sent into an inhospitable environment.

The DART can assist non-governmental organizations and local and United Nations agencies for up to 40 days. It has been designed to provide rapid assistance to help to stabilize an emergency, prevent the onset of secondary effects, and allow time for relief bodies to plan the long-term recovery.

But although the DART was created to provide disaster relief overseas, its only deployments have been to eastern Zaire in 1996, Honduras in late November 1998, and Turkey in August 1999. Given the small number of overseas deployments, the Committee believes that the DART should have a domestic capability as well as a foreign capability.

The Committee agrees that the DART can deploy overseas, but it believes that if they are primarily for foreign operations then Canada is clearly under-utilizing this resource. The government should be prepared to use the DART in Canada.

The Committee has reservations about the fact that the DART's equipment and personnel are not concentrated in one location. Currently, the DART equipment is warehoused at Trenton, its command element is at Kingston, and team members come from units across Canada. The Committee is also concerned about the aging Canadian Forces Hercules fleet. Given the fleet's history of mechanical problems, the Committee it is of the view that it cannot be relied upon to transport the team at a moment's notice.

The Committee recommends that:

> **4. the focus of the Disaster Assistance Response Team (DART) be changed to domestic disaster assistance, and that to increase its effectiveness all of its personnel should be stationed at a single location.**

Health Canada: Why 'Secret' Caches?

For a health crisis, such as a bioterrorist attack, Health Canada is designated to take the lead, supported by OCIPEP. In 2000 Health Canada established a Centre for Emergency Preparedness and

Response, headed by Dr. Ron St. John, to develop an integrated federal / provincial approach to health emergencies. Health Canada is also the lead agency responsible for the Federal Nuclear Emergency Plan. Dr. St. John said that Health Canada had recently tested this plan in an exercise.[19] The Committee was not apprised of the results.

In his appearance in February 2003, Dr. St. John spoke of the federal government's caches of emergency supplies that were 'strategically located' across Canada. He said that Health Canada is "confident that our national emergency stockpile system can deliver our commitment...[We] have invested heavily in repositioning those warehouses strategically."

He added that Health Canada has "organized those along the lines of an acronym we call SLOT (Supplies, Laboratory, Organization and Training). Under supplies, we added an antibiotic, chemical antidote, supplies and equipment to our national emergency stockpile system. This is a $330 million emergency supply of medical supplies – an entire system spread out across the country, consisting of seven warehouses, including a principal warehouse in Ottawa[20] and 1, 600 caches of emergency medical supplies, managed jointly by provinces and territories."[21]

Upon hearing Dr. St. John's testimony, the Committee was impressed and felt that Health Canada as a government department was getting out ahead of a problem. However, as the Committee looked deeper, we realized that all that glitters is not gold. On our visits around Canada, we checked on Dr. St. John's testimony and found cause for concern.

Such caches may prove to be a wise investment – if first responders can get to them. But many first responders are clearly unaware that the caches even exist.

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[19] Ron St. John, "Testimony," Proceedings of the Standing Senate Committee on National Security and Defence, Issue 10, 37th Parl., 2nd Sess., (10 February 2003).

[20] The exact locations of the elements of the stockpile system are secret.

[21] St. John, "Testimony," (10 February 2003).

For example, Glen Tait, formerly the Fire Chief for Saint John, New Brunswick, and David Blackmore, the Manager of the Emergency Operations Centre in St. John's, Newfoundland, told the Committee that they knew that the caches existed, but not what was in them. Similarly, Bruce Burrell, the Assistant Deputy Chief Director of the Halifax Regional Municipality Fire Service, said he had arranged to view the assets, but only because he had anticipated that the Committee might ask about them.[22] Inspector Dave Rossell of the Windsor Police Services told us that the police had just taken over what proved to be an outdated and unhelpful emergency supply cache that was left at the Windsor airport by the federal government.[23]

In an effort to assess the situation across Canada, the Committee distributed a Community Emergency Preparedness questionnaire to emergency management officials and first responders in 100 Canadian cities (see Chapter 6). Of the 86 that replied, 67%, said that they had no knowledge of the Health Canada caches.[24]

Further, only 13 percent of respondents said that their municipality had an adequate store of emergency supplies, and 27.3 percent said their municipalities had not identified or warehoused the supplies needed for potential emergencies.

The Committee recommends that:

> **5. Health Canada overhaul the way it administers and manages the emergency caches it controls, with the aim of more efficiently and effectively aiding first responder agencies to help Canadians across the country. The overhaul should ensure, among other things, that local officials are:**

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[22] Tait was Fire Chief when he testified to the Committee in March 2003. He retired later that year. See Glen Tait, "Testimony," Proceedings of the Standing Senate Committee on National Security and Defence, Issue 13, 37th Parl., 2nd Sess., (31 March 2003); David Blackmore, "Testimony," Proceedings of the Standing Senate Committee on National Security and Defence, Issue 13, 37th Parl., 2nd Sess., (31 March 2003); and Bruce Burrell, "Testimony," Proceedings of the Standing Senate Committee on National Security and Defence, Issue 22, 37th Parl., 2nd Sess., (23 September 2003).

[23] Grant Purves, "Notes from the Visit of the Standing Senate Committee on National Security and Defence to Windsor," (27 February 2003).

[24] The responses to the Committee's questionnaire are analysed in Chapter 6 of this report

a. made aware of the locations of any caches in their vicinity;

b. advised how to access the caches in emergencies;

c. given a role in determining caches' contents; and

d. encouraged to include the caches in their planning and training.

Dr. St. John also referred to the Health Emergency Response Teams (HERT). The Office of Public Security, which is a specialized branch of the Centre for Emergency Preparedness and Response, is establishing the HERT teams. They are made up of clinical practitioners who would deploy to disaster sites. The HERT concept has raised questions, he said, because the practice of medicine is provincially regulated. Dr. St. John told the Committee that the federal government is examining its options for surmounting this hurdle.

When the Committee revisited this issue a year later, it found that Health Canada had not finished discussing the HERT concept with its provincial and territorial partners. No teams had been created. As of late January 2004, HERT was still being refined by the federal / provincial / territorial Network on Emergency Preparedness and Response. According to Health Canada, attention was being placed, among other things, on the development of the HERT infrastructure and on the creation and types of teams.[25] Health Canada's goal is to have one or two teams set up by the end of 2004.

Although the Committee is pleased that this work is progressing, it is of the view that Health Canada should have been seized with a greater sense of urgency regarding the establishment of the HERTs. It is not acceptable for Canada to have to wait three years after the 11 September 2001 terrorist attacks for this concept to be put in place.

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[25] Different forms of HERTs may be necessary: there could be rapid response teams, more "basic" teams that could be smaller and drawn from small as well as large communities, and speciality teams that could provide expertise in a specific area. The pre-trained and equipped personnel also require appropriate financial, administrative and information technology support.

Funding

In its December 2001 budget, the federal government allocated new funds for first responder training in relation to chemical, biological, radiological, and nuclear (CBRN) incidents. A letter from the Honourable John McCallum, P.C., M.P., then the Minister of National Defence and Minister Responsible for Emergency Preparedness, set out the new allocations: $10 million was to be provided over two years for equipment purchases; $59 million over six years for the development and delivery of a national first responder training program; and $20 million over six years to build Heavy Urban Search and Rescue (HUSAR) teams. He added that OCIPEP is consulting with jurisdictions on the development of a National Critical Infrastructure Assurance Program.[26]

The Committee supports these initiatives. However, it believes that funding for CBRN equipment purchases should be brought up to the level of funding allocated for CBRN training.

The Committee recommends that:

> **6. the federal government provide four additional years of funding ($5 million per year) for the purchase of chemical, biological, radiological and nuclear protection equipment.**

The Joint Emergency Preparedness Program (JEPP), administered by OCIPEP, is the federal government's primary funding mechanism for emergency preparedness. Mr. McCallum said that this program contributes approximately $ 4.7 million annually to support provincial or municipal proposals.[27] The Committee did hear testimony that some municipalities are making use of JEPP. Deryl Kloster, the General Manager of Edmonton's Emergency Response Department, told the Committee during its visit to Edmonton that his municipality was "asking for and receiving federal dollars to purchase and deploy new types of equipment."[28] During the Committee's visit to Regina,

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[26] The Honourable John McCallum, P.C., M.P., "Letter to Dave Hill, the Chair of the [Albertan] Capital Region Emergency Preparedness Partnership," (6 January 2003): 2.

[27] McCallum, "Letter to Dave Hill," 2.

[28] Deryl Kloster, "Testimony," Proceedings of the Standing Senate Committee on National Security and Defence, Issue 9, 37th Parl., 2nd Sess., (28 January 2003).

Police Chief Cal Johnston acknowledged having received $204,000 from the JEPP. He said the money went toward the purchase by the police and fire departments of first responder personal protective suits, chemical and radiation monitoring units, and decontamination equipment. However, the force was still awaiting training from OCIPEP on the use of this equipment.[29]

Responses to the Committee's questionnaire were mixed as to the value of JEPP. Larger cities in particular were not enthused. Typical complaints:

- funding is inadequate (for things like training and diversifying equipment);
- the application process is too complicated;
- deadlines did not line up with municipal budget planning;
- the changeability of funding levels prevents satisfactory planning.

Coordinating with Anyone but Themselves?

During his July 2001 Committee appearance, Michel D'Avignon outlined the National Counter-Terrorism Plan and the Operational Readiness Program (ORP), describing the two as complementary. He said the Plan facilitates the coordination of the resources and responsibilities of the three orders of government. Under the Program, exercises are conducted to make governments and first responders more aware of the Plan. The Program also enhances national preparedness for acts of chemical and biological terrorism.[30]

Mike Theilmann, the Acting Director of the Counter-Terrorism Division in the Department of the Solicitor General (his immediate superior was Mr. D'Avignon) when he testified before the Committee in July 2001, also discussed the federal government's coordinating mechanisms. He said that the ORP exercises sometimes include provincial officials and municipal first responders. According to Theilmann, the ORP is designed "to ensure there is awareness at the local level and that police and incident commanders in particular know what arrangements are in place in their local jurisdiction...we want to ensure they know what their responsibilities are in a terrorist incident and how they work with the RCMP."[31] It seems to the Committee that the intention is to make these officials aware that they are part of a national response structure.

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[29] Cal Johnston, "Testimony," Proceedings of the Standing Senate Committee on National Security and Defence, Issue 7, 37th Parl., 2nd Sess., (27 January 2003).
[30] D'Avignon, "Testimony," (19 July 2001).

Health Canada has developed a network that gathers information on emergencies and disasters. Its Global Public Health Intelligence Network (GPHIN) provides real-time monitoring worldwide of all infectious disease outbreaks. According to Dr. St. John, GPHIN is "a uniquely Canadian system developed over the last four years in collaboration with the World Health Organization (WHO). This system provides WHO with 45 per cent of all the information they have about what is going on in the world."[32]

Health Canada also monitors public health in Canada. It has created the Network for Health Surveillance that involves all orders of government in the building of relationships, standards and Internet tools so that decision makers can access the information they need. One of the Networks projects is called Canadian Integrated Public Health Surveillance. This is a partnership of information technology and public health personnel to develop computerized tools that would support the systematic collection and collation of health surveillance data.

Health Canada and the Canadian Food Inspection Agency (CFIA) work together on the surveillance of infectious diseases. Health Canada works with the provinces and educates Canadian travellers on the risk of Avian Influenza (the "Bird Flu"), West Nile Virus and other infectious diseases. The CFIA takes the lead in monitoring Canadian imports of poultry and poultry products for Avian Influenza

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[31] Mike Theilmann, "Testimony," Proceedings of the Standing Senate Committee on National Security and Defence, Issue 2, 37th Parl., 1st Sess., (19 July 2001).

[32] St. John, "Testimony," (10 February 2003).

(the "Bird Flu"), and Canadian mosquitoes, horses and birds for the West Nile Virus.[33]

The CFIA has established the Food and Agriculture Emergency Response System in cooperation with the provincial departments of agriculture, Agriculture and Agri-Food Canada and agri-food stakeholders. This system was designed to mitigate the effects of an emergency on the sector, and to ensure the continuity and safety of the Canadian agri-food system.[34] In addition, the CFIA is represented on the Canadian Cattle Identification Agency, an industry-led non-profit organization dedicated to tracking animals and stopping any future outbreak of bovine spongiform encephalopathy – also known as BSE, or mad cow disease.

These programs, networks, and systems sound impressive. And yet, not once in the Committee's travels or in the responses to the open-ended questions about emergency preparedness in the Committee's questionnaire did a municipal official choose to highlight or comment on any of them. This silence speaks volumes, and it leaves the Committee wondering just how effective they really are[35].

It is not clear to the Committee that OCIPEP's efforts have been well coordinated or effective. According to Mr. Harlick, OCIPEP has begun to pull together lessons learned from past disasters in Canada that could be available as an online research and awareness tool. However, as this exchange of testimony between Senators Banks and Kenny, and Mr. Harlick highlights, the Committee is dubious about the logic and effectiveness of OCIPEP's efforts.

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[33] Health Canada, "Avian Influenza," (3 February 2004). Available at: http://www.hc-sc.gc.ca/english/ diseases/flu/avian.html. Last visited: 3 February 2004; and Health Canada, "West Nile Virus," (26 June 2003). Available at: http://www.hc-sc.gc.ca/english/westnile/surveillance.html. Last visited: 28 January 2004.

[34] Agriculture and Agri-Food Canada, "Food and Agriculture Emergency Response System," (January 1999) 1.

[35] On 13 February 2004, after the Committee had finished work on the substantive part of this report, Health Canada released the *Canadian Pandemic Influenza Plan* to, as stated in the Plan's Preface, "assist all jurisdictions with the main components of planning, including surveillance ... health services, emergency services, public health measures and communications." The Committee is interested by the plan but did not have time to consider it before completing this report. The plan is available at http://www.hc-sc.gc.ca/pphb-dgspsp/cpip-pclcpi/."

Senator Banks:

Do you keep a compendium of some kind of lessons that were learned in those [emergency] situations? ... Which can now be codified and made known to everybody? Is that information kept in an easily accessible place somewhere?

Mr. Harlick:

We are doing it in our own exercise. We are coming to the final draft of a lessons-learned report for ourselves, based on all of the major events of 2003, starting from May — going through the hurricanes, the power outage, SARS, those kinds of things. We have that, and we will be finalizing that report, setting up an action plan, and then moving to implement and improve practices that have been identified as part of that exercise.

Senator Banks:

I do not want to oversimplify, but if I were in Kitchener-Waterloo, could I have access to that list and have somebody from Halifax tell me about the mistakes that were made, or what was not done, or what could have been done better, and what they would do the second time around? Is there that sort of codification?

Mr. Harlick:

For our own organization, yes, because it is our own lessons-learned report, and that is what it is designed to do.

Senator Banks:

Do other first responders have access to it?

Mr. Harlick:

It is designed for our own purposes, that is, how OCIPEP can do its own job better next time around based on lessons learned.

Senator Banks:

Yes, but you are in an office. I am talking about the guys on the ground.

Mr. Harlick:

I imagine they would also be doing the same kind of exercise. The HRM, the Halifax Regional Municipality, one would expect, would operate in the same mode, and their emergency coordinator would prepare a list or a report for the city.

Senator Banks:

Do others have access to yours?

Mr. Harlick:

Yes, it is a standard document. How useful it would be to them, based on our situation, I do not know, but it is something that we have. We will be putting this into play interdepartmentally, because we will want to have some interdepartmental discussions among the emergency management community and the federal government as to some of these lessons learned and about how they will try to share other peoples' lessons-learned experiences with us. We are all mutually interdependent in this exercise.

As well, some of the items that come up are interdepartmental. You cannot solve the problem or implement the lessons learned unless you can go and talk to somebody else. Two or three people may work together. That is where we would use this interdepartmental forum. It is a long-standing forum, called an interdepartmental coordination committee, and it has 30-odd members from the major departments and agencies in town. This is one of the functions we can fulfil in dealing with certain issues at a common table. In the aftermath of the series of recent events, some of these points have already come up at the table.

The Chairman:

Has someone from OCIPEP geared up a meeting with people in Halifax to find out what they learned from the recent hurricane? Do you have an information spot where other people who want to prepare for hurricanes can go and find out those lessons, rather than them having to call Halifax?

Mr. Harlick:

We have not yet organized that kind of event. One might fairly say that Halifax is still coping with the aftermath.

The Chairman:

How about the ice storm?

Mr. Harlick:

I believe there was a lessons-learned item on that in 1998.

The Chairman:

If another ice storm hits, is there a file in your office to which you can refer and determine what you should look out for?

Mr. O'Bright:

That kind of information is pretty scattered. It predated the office. We have become very aggressive in developing lessons learned since September 11. There is some scattered documentation about the ice storm, but I certainly do not have anything on the actual development of hard lessons learned from that event. However, we have been doing that for events from September 11 on.

The Chairman:

Do you have the book on SARS? We know that SARS will recur in Canada in a couple of months. Are you set so that, when it hits the next city, those who live there can come to you and you will be able to tell them about the lessons learned in Toronto?

Mr. Harlick:

We were incorporating SARS lessons in our own lessons-learned exercise, which we are now completing now. We would also collectively have the benefit, in the Government of Canada, of a lessons-learned exercise from Health Canada. Health Canada was the lead federal department for SARS. We acted in support of them. We are incorporating the lessons we derived from that into our lessons-learned exercise, and they will be doing the same thing. That means the collectivity will be stronger and better off from that lessons-learned exercise.

The Chairman:

Will you have a document or information at a site or a place where people can go so they do not have to relearn the Toronto lessons?

Mr. Harlick:

We can certainly ask Health Canada about whether they have, in their lessons-learned exercise, information that can be put on a Web site, for example. I do not know whether that is available.

The Chairman:

Do you know if they will be consulting with the Province of Ontario ... about their experiences and what they would have done differently, what they were missing, ... If so, who is asking?

Mr. Harlick:

People from Health Canada would be asking those kinds of questions.

The Committee recommends that:

7. the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP) design its "lessons learned" archive so that it is:

- **a. up-to-date and historically deep; and**
- **b. accessible and helpful to First Responders.**

Recommendations

The committee recommends that:

2. that Canada's Minister for Public Safety and Emergency Preparedness negotiate agreements with the governments of Ontario and Quebec to ensure that the citizens of all provinces in Canada have timely access to additional police to deal with any incident designated by provincial authorities to be an emergency.

3. the Canadian Forces enhance their capabilities for their role in national emergencies by:

   a. ensuring that the Regular Forces are equipped and trained to deal with significant emergencies in Canada and that they are involved in regional emergency planning;

   b. expanding the role of the Militia to be a civil defence force capable of quickly aiding local authorities in the event of a national emergency; and

   c. involving the Militia in emergency planning and training in conjunction with municipalities across the country.

4. the focus of the Disaster Assistance Response Team (DART) be changed to domestic disaster assistance, and that to increase its effectiveness all of its personnel should be stationed at a single location.

5. Health Canada overhaul the way it administers and manages the emergency caches it controls, with the aim of more efficiently and effectively aiding first responder agencies to help Canadians across the country. The overhaul should ensure, among other things, that local officials are:

a. made aware of the locations of any caches in their vicinity;

b. advised how to access the caches in emergencies;

c. given a role in determining caches' contents; and

d. encouraged to include the caches in their planning and training.

6. the federal government provide four additional years of funding ($5 million per year) for the purchase of chemical, biological, radiological and nuclear protection equipment.

7. the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP) design its "lessons learned" archive so that it is:

a. up to date and historically deep; and

b. accessible and helpful to First Responders.

CHAPTER 3:
Problems

Relations Between Federal, Provincial and Territorial Governments

Emergencies are local. The governments that design and control anti-emergency strategies, however, are federal, provincial and territorial. Canada's constitution presents a formidable challenge to the development of a swift and comprehensive approach to dealing with national emergencies.

The Committee believes that the best way to serve the citizen is by listening to first responders' needs and wants to avoid suggestions that there is a hierarchy of greater and lesser governments.

Sections 91 and 92 of the *Constitution Act (1867)* define the federal and provincial / territorial jurisdictional relationship. According to the Act, the federal government has no specific control over the municipalities because the latter fall under the exclusive jurisdiction of the provinces.

However, according to the National Advisory Committee on SARS and Public Health (the Naylor Committee), there is "an essential tension in the Canadian federal / provincial / territorial fabric." The problem is that "much administrative responsibility rests with the provincial / territorial level, while revenue generation and therefore spending capacity is concentrated at the federal level."[36]

The challenge is to coordinate three orders of government – the federal order that funds (and plans); the provincial / territorial order that administers (and plans); and the municipal order that actually responds. A lot of things have to go right if responders across the country are to be properly outfitted and trained to respond effectively to any number of potential disasters. A short list of "musts":

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[36] National Advisory Committee on SARS and Public Health, "Learning From SARS – Renewal of Public Health in Canada: Executive Summary," (15 October 2003). Available at: http://www.hc-sc.gc.ca/english/ protection/warnings/sars/learning/ EngSe30_exec.htm. Last visited: 6 November 2003.

- All orders of government must be seized with the urgency of developing optimal disaster-response systems;
- Funding for resources and training must be adequate;
- Funding must be allowed to flow through to the local level where the resources and training are needed;
- Federal and provincial / territorial governments must cooperate in developing nation-wide contingency plans; and
- Federal and provincial / territorial governments must listen to first responders so that the resources and training provided are truly appropriate to their needs.

Power struggles, jealousies and differences of opinion inevitably arise when three different jurisdictions of government have important roles to play in solving a problem. As a result, developing a truly national approach to disaster response and assuring that resources and training are sufficient and properly distributed is a formidable task. That should not get in the way of defining it as an essential task.

The Committee believes that a way must be found to ensure that the jurisdictional relationship does not get in the way of serving citizens. This is not a new recommendation, but its logic is irresistible in light of the SARS crisis and the similar appeals made by other committees.

The Naylor Committee's report, for example, endorses "a depoliticizing strategy in which new federal funding flows through [a] new agency to Provincial / Territorial and municipal jurisdictions, targeting programs and activities according to agreements among public health professionals." The Naylor Committee called for funding arrangements and processes that would facilitate federal and provincial / territorial collaboration. "The goal of these transfers," it said, "is to create a seamless multi-tiered public health system, knitted together by inter-governmental agreements and harmonized legislation or regulation."[37]

Our Committee is convinced that Canadians will never be properly served until the Naylor Committee's recommendations are implemented.

The Committee:

8. endorses the recommendations of the National Advisory Committee on SARS and Public Health (the Naylor Committee) and recommends that the government implement them.[38]

The Standing Senate Committee on Social Affairs, Science and Technology, chaired by Senator Michael Kirby, has also argued that emergency response procedures need to be better integrated. In a recent report, it noted that there are "considerable resources available at the federal, provincial / territorial and local levels." The problem is "the lack of adequate coordination and the absence of a sharp focus in the face of an emergency…and it is clear that greater collaboration must be part of the solution."[39]

In addition, the Kirby Committee calls for the establishment of a national public health entity, the 'Health Protection and Promotion Agency.' This agency would help Canada to solve "the current piecemeal approach to health protection and promotion" and instead develop a measured approach free from bureaucracy and political influence.[40]

So far, we aren't even close. When health crises and other emergencies arise, first responders too often face needless obstacles largely the result of jurisdictional bun fights. Dr. Sheela Basrur,

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[37] National Advisory Committee on SARS and Public Health, "Learning From SARS – Renewal of Public Health in Canada: Executive Summary," (15 October 2003).

[38] The Naylor Committee recommendations are attached as an appendix to this report.

[39] Standing Senate Committee on Social Affairs, Science and Technology, "Reforming Health Protection and Promotion in Canada: Time to Act," (November 2003). Available at: http://www.parl.gc.ca/37/2/ parlbus/commbus/senate/com-e/soci-e/rep-e/repfinnov03-e.htm. Last visited: 13 January 2004.

[40] Standing Senate Committee on Social Affairs, Science and Technology, "Reforming Health Protection and Promotion in Canada: Time to Act," (November 2003).

Toronto's Medical Officer of Health during the SARS crisis, shakes her head at the lack of teamwork evident in Canada's approach to emergencies. She says that currently emergency preparedness is regarded in "the typical way, which is federal / provincial and [with] everything [else] subsidiary to the province, their jurisdiction to do or not do, to be active or neglect as they see fit."[41]

The Committee would always prefer to be in the disaster avoidance business, but when disaster cannot be avoided, the Committee believes the best way to succeed at disaster mitigation is through a unified common effort. In the view of the Committee, the federal government can foster and focus collective efforts by demonstrating leadership, maintaining a cooperative attitude, showing understanding of the needs of other orders of government, the foregoing all leveraged through the power of the federal purse.

The federal government must do so, as a matter of priority, because Canadians have every right to expect a unified common effort from the governments elected to serve them, particularly in times of crisis.

That Committee recommends that:

> **9. the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP) negotiate memoranda of understanding between the federal government and the provinces and territories that detail inter-jurisdictional responsibilities for both emergency preparedness and response.**

Neutered OCIPEP

One cannot . . . one should not . . . one must not . . . ignore the Canadian constitution. The provinces and territories exist, as they were meant to exist, and they have primary responsibilities in areas such as health and municipal affairs. It is easy to say that it would be a piece of cake to develop a national system for emergency responses if the federal government were able to deal directly with municipal governments. But there are constitutional impediments that can only be overcome through cooperation.

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[41] Sheela Basrur, "Testimony," Proceedings of the Standing Senate Committee on National Security and Defence, Issue 26, 37th Parl., 2nd Sess., (30 October 2003).

It is imperative that federal, provincial and territorial governments act in common cause, and with common urgency in devising strategies and tactics, and allocating resources and training, to ensure optimal responses to major emergencies. It is also imperative that those orders of government seek advice from first responders as to what types of planning, communications, resources and training will work best.

There is no alternative to cooperation under the Canadian constitution in areas of shared jurisdiction. But the Committee has found little evidence that the three orders of government are coming together to tackle this critical issue. Stuttering, uncertain governmental responses to SARS, the power blackout and other recent crises may have alarmed more alert members of the public, but it does not seem to have galvanized Canadian governments sufficiently to goad them into action. **First responders have a job to do, but they are not being provided adequate resources or direction by governments who bear the responsibility to provide this support.**

OCIPEP, for example, is not directly involved in provincial and territorial preparedness efforts because these activities fall outside federal jurisdiction. OCIPEP can only encourage. In the words of James Harlick, the assistant deputy minister for OCIPEP, "where we can, we help them [the provinces] to be well prepared," and to establish "a degree of national preparedness" for disasters.[42]

OCIPEP has encountered provincial opposition when it has attempted to lead in the development of a national training strategy. Janet Bax, OCIPEP's Director-General for Programs, summarized the typical provincial response: "Don't tell us what to do with our training money; we will do it." She says that OCIPEP "is fighting that. We are saying we want to train against national standards. That is what you have asked us to do and that is what we will do. We are trying to pull [together] teams that are not just multi-disciplinary but are from various regions . . That is what we are working towards. It takes time to build that cohesion."[43]

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[42] Harlick, "Testimony," 19 July 2001.

Pressure on Municipalities: The Provincial Blockage

The pressure is on municipalities to develop the capacity to respond. Dr. St. John, of Health Canada, made this clear while appearing before the Committee. He commented that it "is not particularly exciting, revealing or unusual to say that a CBRN event or other disaster is local, first and foremost. However, that premise must be established because it is important for municipalities to assume some responsibility for their response capacity."[44]

The Committee does not object to this principle. But, if the municipalities are to assume responsibility for preparedness, they must be properly funded. The provinces – as is their prerogative – sometimes get in the way. Rather than using their own funds, some provinces have been using funds from OCIPEP's JEPP program to hire personnel for their provincial emergency management organizations.

This "is a sad but true fact," said Ms. Bax. "This is what the money has been used for in some provinces and so the funds have not always reached the municipalities."[45]

The Committee notes that to serve citizens well, funding must reach first responders.

OCIPEP is well aware of the problem, but it has limited leverage with the provinces. So it has been trying to buy favour with them. Ms. Bax told the Committee that OCIPEP has "been generous in allowing that to happen, to build up the provincial capacity before moving into the municipalities."[46] The Committee found this to be remarkable.

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[43] Janet Bax, "Testimony," Proceedings of the Standing Senate Committee on National Security and Defence, Issue 25, 37th Parl., 2nd Sess., (20 October 2003).
[44] St. John, "Testimony," (10 February 2003).
[45] Bax, "Testimony," (20 October 2003).
[46] Bax, "Testimony," (20 October 2003).

Although OCIPEP's approach may be reasonable given the jurisdictional barrier, there is only so much federal funding allotted for improving the capacity of municipalities to respond, and those municipalities are sometimes getting elbowed out of the way by their provincial governments.

During his testimony, Chief Tait, then a member of the Saint John Fire Department, provided an example of what can go wrong. He said that JEPP funding often doesn't get through because the small amount of money received by New Brunswick is based on provincial recommendations. "Sometimes," he noted, "the provinces have their own projects. It could be a communications system. They would use the money for that. Nothing would be left for the municipality, because it would not be a lot of money to start with."[47]

Disconnects

(a) Flow-Through to First Responders

Not everyone at the federal level thinks there is a problem with funding. Mr. Theilmann, speaking for the Department of the Solicitor General (now the Ministry of Public Safety and Emergency Preparedness), maintained that OCIPEP is attentive to first responders needs: "It is not as if the federal government is standing on the sideline waiting to be sent into the game . . We are not sitting idly by, we are monitoring. If they [first responders] need assistance, they can get it quickly."[48]

The Chair responded that this was not the message the Committee had been receiving: "We are seeing a disconnect . . . We do not hear the same message from first providers."

Mr. Theilmann conceded that "training is not being delivered at the local level yet, aside from what we have been doing over the last four years through the Operational Readiness Program…"[49]

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[47] Tait, "Testimony," (31 March 2003).

[48] Mike Theilmann, "Testimony," Proceedings of the Standing Senate Committee on National Security and Defence, Issue 17, (19 June 2002).

[49] Theilmann, "Testimony," (19 June 2002).

Mr. Theilmann was referring to the CBRN first responder training for which funds were allocated in the December 2001 budget. The Committee was taken aback when it heard, in June 2002, that this initiative was taking so long to implement.

(b) Training Standards

Ms. Bax, OCIPEP's Director-General for Programs, reminded the Committee that in the December, 2001 six years of funding had been provided for CBRN training. "Certainly," she said, "I can tell you that, at the end of the six-year period for which we have this discrete funding for CBRN, we will absolutely have standards."[50]

Perhaps. However, the Committee heard several complaints from first responders over the small amount of information and CBRN training they had received from OCIPEP as of January 2003.

This is a problem for both large and small cities. Officials representing Edmonton (which has a metropolitan population of 938, 000), for example, say they have not been informed about the CBRN training initiatives. Fire Chief Randy Wolsey noted that OCIPEP "asked us if we would send some first responders, people on the floor, that could actually go look at the training program that was being developed... They spent time reviewing the training programs and made suggestions and recommendations on how they could change it to make that training program more effective. It has disappeared into the woodwork, however. We do not know where that training program went nor do we know when it is ever going to surface again, and we are concerned about that."[51]

(c) The Role of the Military

As noted earlier, the Canadian military does not see itself as a first responder in emergencies. However, the public – perhaps thinking of former Toronto Mayor Mel Lastman's summoning of the army to deal with a snowstorm in January 1999 – has a different impression.

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[50] Bax, "Testimony," (20 October 2003).

[51] Randy Wolsey, "Testimony," Proceedings of the Standing Senate Committee on National Security and Defence, Issue 9, 37th Parl., 2nd Sess., (28 January 2003).

Take the Vancouver area. Although the reserve land forces stationed in the area do not officially have a first response role, municipal officials reportedly believe that they will provide emergency assistance. Lieutenant-Colonel Blair McGregor, Commander of the Seaforth Highlanders of Canada, told the Committee during its visit to Vancouver that "People in the local area – be they informed or not – look to these establishments as a source of immediate disaster relief. Currently we have contingency plans, but little else. We do not train for that and are not funded for it…There is a bit of a disconnect between what the public expects and what we can provide. This is a significant problem. Should there be a major calamity in this area, we would be looked upon as not being up to the task." [52]

Lieutenant-Colonel Brian Travis, the Deputy Chief of Staff for the 39 Canadian Brigade Group, echoed this in saying "I think… expectations do exceed what we are capable of doing. One of their top priorities is domestic operations. They expect us to be there in case of emergency."[53]

The Committee believes that the principal role of the reserves is to serve the community. It is convinced that the militia, in particular, has a significant role to play in the event of an emergency.

Further to Recommendation 3(b) the Committee recommends that:

> **10. the Canadian Forces Militia be equipped and trained for emergency preparedness operations.**
>
> **11. the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP) include the Canadian Forces Militia in the national inventory of emergency preparedness resources, and that first responders receive details on the Militia's assets and capabilities.**

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[52] Blair McGregor, "Testimony from Report of a Fact-finding Visit: Vancouver," Proceedings of the Standing Senate Committee on National Security and Defence, 37th Parl., 2nd Sess., (30 January 2003).

[53] Brian Travis, "Testimony from Report of a Fact-finding Visit: Vancouver," Proceedings of the Standing Senate Committee on National Security and Defence, 37th Parl., 2nd Sess., (30 January 2003).

Recommendations

The committee:

8. endorses the recommendations of the National Advisory Committee on SARS and Public Health (the Naylor Committee) and recommends that the government implement them.[54]

9. recommends that the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP) negotiate memoranda of understanding between the federal government and the provinces and territories that detail inter-jurisdictional responsibilities for both emergency preparedness and response.

Further to Recommendation 3(b), the Committee recommends that:

10. the Canadian Forces Militia be equipped and trained for emergency preparedness operations.

11. the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP) include the Canadian Forces Militia in the national inventory of emergency preparedness resources, and that first responders receive details on the Militia's assets and capabilities.

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[54] The Naylor Committee recommendations are attached as an appendix to this report

CHAPTER 4:
Making OCIPEP Work

Three years after Prime Minister Chrétien announced that he was creating the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP) to upgrade "Canada's critical infrastructure to protect us from the risks of failure or disruption," the new organization has yet to come close to fulfilling its mandate. It has made progress in some areas, but not enough in all the important areas that fall within its mandate.

The Committee has identified a number of problems relating to OCIPEP.

Strategy

As noted above, OCIPEP has failed to move quickly to develop a National Disaster Mitigation Strategy (NDMS). In July 2001, Alan Bartley, OCIPEP's Director General for Policy Planning and Readiness, said that a NDMS was clearly needed, but OCIPEP and other stakeholders were still discussing it.[55]

The Committee is surprised to note that, as of January 2004, those discussions continue and there exists no firm date for the completion of the National Disaster Mitigation Strategy.

Communications

There are two kinds of communication that need to be addressed. The first is internal, between first responders, between government officials and between orders of government. The second is between governments and the public.

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[55] Alan Bartley, "Testimony," Proceedings of the Standing Senate Committee on National Security and Defence, Issue 2, 37th Parl., 1st Sess., (19 July 2001).

As Dave Quick, Regina's Emergency Planning Coordinator, said testifying before the Committee, "Emergency preparedness is communications…emergency response is the training and the equipment and all those types of things. We have to have systems in place so that we know how to communicate at all levels."[56] He said that exercises had clearly demonstrated that effective communications – both among all orders of government and with the public – were essential to an effective response.

To be well prepared for national emergencies, Canada needs robust mechanisms for internal and public communications. Unfortunately, the Committee found that neither is ready.

i. Communications Among Emergency Administrators

No matter how good a strategy OCIPEP has on the books for coordinating a response to a national emergency, without the ability to coordinate that response, it will be ineffective. This Committee believes that communication among officials at all levels of the response—from first responders to federal departments—is critical to coordinating to its success.

Toronto first responders encountered communication problems when a massive power outage blacked out much of Ontario and parts of the United States on 14 August 2003.

In Toronto, Dr. Basrur pointed out, for roughly "30 per cent of 8,000 physicians we have to rely on snail mail or Canada Post or what have you to get information to [them], and that does not make any sense."[57]

The Committee believes that first responders must be able to communicate with one another quickly and effectively.

The Committee was surprised that OCIPEP did not describe backup systems for communicating with its regional offices.

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[56] Dave Quick, "Testimony," Proceedings of the Standing Senate Committee on National Security and Defence, Issue 7, 37th Parl., 2nd Sess., (27 January 2003).
[57] Basrur, "Testimony," (30 October 2003).

The Committee believes that the federal government, the provinces and territories should move to link key centres across the country in an emergency communications network that will each allow them to communicate among themselves.

Further, the Committee believes that a redundancy must be built into these linkages to ensure the continuity of communication.

The Committee knows that unlimited redundancies are neither practical nor possible and accepts that the level of redundancy should be commensurate with the relevance of the communication being protected.[58]

ii. Communicating with the Public

Initiatives do exist in a very limited number of jurisdictions to ensure the continuity of timely government-to-public communications.

Mr. Alan Bartley, then Director General, Policy Planning and Readiness at the Office of Critical Infrastructure Protection and Emergency Preparedness, for example, made reference to Alberta's Emergency Public Warning System (EPWS). Developed in response to the tornado that struck Edmonton in 1987 and launched in 1992, the EPWS is maintained by the CKUA-FM Radio Network. It enables provincial and local officials to transmit emergency warnings via radio, television and cable (where available) to the public, the media and first responders.

Mr. Bartley said that OCIPEP does not plan to call for the creation of similar systems in other provinces and territories or for a national version because "the jurisdictional responsibility for those kinds of services resides with the provinces." As a result, OCIPEP supports this idea "in principle" only.[59]

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[58] The Committee referred to the priority departments in a report entitled *Canada's Coastlines: The Longest Under-Defended Borders in the World* (October 2003) 158. The priority departments are those that the Committee recommended should be on a Cabinet-level national security Committee: Foreign Affairs, National Defence, Solicitor General (now Public Safety and Emergency Preparedness), Health Canada, Finance, Justice, and Immigration.

[59] Bartley, "Testimony," (19 July 2001).

This is unfortunate. The Emergency Public Warning System is broad-based, easy to use and inexpensive. EPWS currently includes 190 local governments. About 99 per cent of Alberta's population will be linked to it following an expansion planned for summer 2004. Alberta spent $1.4 million to build and upgrade the EPWS, and it will spend $600,000 annually to operate the system.

The EPWS can be used to broadcast provincial messages, but it also allows local officials to record and air customized warnings. Activating the system can be done in less than three minutes simply by calling a central computer at CKUA-FM using a touch-tone telephone. The message is then relayed to broadcasters, most of whom will override programming and air it immediately.[60]

The Committee does not agree that dissemination of emergency broadcasts should be left to broadcasters' discretion. The system has the capability to interrupt all local and national channels (such as CNN, CBC, and ESPN), but implementation is left to the discretion of individual broadcasters. The Committee believes that legislation should be put in place to compel broadcasters to interrupt all broadcasts when lives are threatened by a major emergency and a message needs to be sent. A mandatory interruption should be ordered only when lives are at risk, and afterwards the initiating authority must publicly justify their action.

The Committee is not satisfied with OCIPEP's position regarding EPWS. The Committee believes that the agency should be more aggressive in promoting the introduction of similar systems across Canada. A national version of Alberta's system would enable all provinces, municipalities, and the federal government to disseminate information quickly and efficiently during emergencies.

Roadblocks need to be overcome. For example, one Saskatchewan respondent mentioned that a well-known cable company would not broadcast warning bands on all of its channels because it apparently has contracts that prevent it from "adding content" to broadcasts.

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[60] Emergency Management Alberta, "Emergency Public Warning System," (undated document) Available at: http://www3.gov.ab.ca/ma/ema/epws.cfm. Last visited: 31 October 2003.

OCIPEP should establish standards for a national system in the interest of guaranteeing intra- and inter-provincial communications should they be required in the event of an emergency. Then the Cabinet needs to instruct and / or legislate the Canadian Radio-television and Telecommunications Commission to make adherence to these standards a condition of a broadcaster's license. This would be obligatory and mandated by the CRTC for use in the event of imminent danger to life, limb or property.

The Committee acknowledges that there will be costs involved in establishing a national emergency notification network that is similar to Alberta's. The cost, however, would certainly not be prohibitive when compared to the dangers of being unable to communicate effectively during emergencies.

The Committee notes that the vast majority of information regarding emergencies is best disseminated by the media in the usual manner through briefings, press conferences and interviews. This national system would not replace those briefings. It would augment them.

Toronto officials who responded to the SARS crisis and the electricity blackout in 2003 agree that an improved public communications system is needed. Dr. Sheela Basrur, then Toronto's Medical Officer of Health, pointed out during her presentation on the SARS crisis that the best way to get information to the public is through the media.

Communicating quickly with the public is difficult without an Emergency Public Warning System or access to "Reverse 911®", a computer-driven tool that allows officials to phone every home within a given neighbourhood.[61]

Toronto's first responders were forced to connect with separate media outlets to disseminate information – a time-consuming process with limited control over the end product. They also encouraged citizens to educate themselves by calling the Access Toronto information line[62] or reading material posted on the Internet.[63]

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[61] "Reverse 911" is an example of a community notification system that uses database and geographic information technologies to saturate specific areas with up to 1,000 calls an hour.

[62] The Access Toronto Information Line is a public information service that provides a variety of services to help citizens get information about Toronto's municipal government. Access Toronto

The Committee further believes that there needs to be other initiatives undertaken to ensure that communications between government and the public are effective. . Surprisingly some relatively old technology may still be of use. During the August 2003 blackout, community after community rediscovered the value of the transistor radio.

The Committee believes OCIPEP needs to educate people on the need to prepare themselves with an information plan that encourages people to buy transistor radios and spare batteries, just as they would buy smoke detectors as part of a home safety plan.

The Committee recommends that:

12. in order to assure that authorities have the power and the capability to interrupt radio and television broadcasts during emergencies:

- **a. the Office of Critical Infrastructure and Emergency Preparedness (OCIPEP) design standards for the establishment of emergency public warning systems for all provinces and territories;**
- **b. the Governor in Council, by order, direct the Canadian Radio-television and Telecommunications Commission (CRTC) to introduce such regulations as necessary to ensure that all public and private broadcasters are required to cooperate in the establishment of provincial / territorial and national public warning systems; and**
- **c. a national emergency website with links to provincial and territorial emergency websites be established so that emergency information and instructions can quickly be communicated via the Internet during a national emergency.**

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provides information on City programs, events and services, traffic and transportation, language services, and contact information for City employees and departments.

[63] Barry Gutteridge, "Testimony," Proceedings of the Standing Senate Committee on National Security and Defence, Issue 26, 37th Parl., 2nd Sess., (30 October 2003). Mr. Gutteridge is the Commissioner of the Department of Works and Emergency Services for the City of Toronto.

13. the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP) encourage the installation of a system like "Reverse 911®" in all municipalities, funding at least a third of the cost, with remaining costs to be divided between the provinces / territories and municipalities.

14. the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP) enter into negotiations to equip the entire first responder community with handheld communications devices, with the federal government funding at least a third of the cost, with remaining costs to be divided between the provinces / territories and municipalities.

15. each order of government create the capacity to communicate with its first responders, within itself and with other orders of government. All systems should have wireless back-ups.

Intelligence Coordination

Dr. Martin Rudner observed that the creation of OCIPEP has raised concerns over intelligence coordination. He testified "until now, the coordination responsibility has been vested in the Privy Council Office (PCO) under the Coordinator for Intelligence. However, PCO possesses no mechanisms of its own to ensure coordination, other than moral suasion."[64]

There are several federal organizations with intelligence responsibilities. OCIPEP and FINTRAC, the financial tracking agency, are two of the newest. The Canadian Security Intelligence Service and the Communications Security Establishment are also active in the area of intelligence. Transport Canada, the Canadian Border Services Agency (formerly Canada Customs and Revenue Agency) and Citizenship and Immigration Canada have developed or expanded their intelligence capabilities.

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[64] Martin Rudner, "Testimony," Proceedings of the Standing Senate Committee on National Security and Defence, Issue 16, 37th Parl., 2nd Sess., (3 June 2003).

The Committee is concerned that Canada's intelligence gathering and analysis capability, along with other aspects of the national emergency readiness system, may become a mish-mash unless it is carefully coordinated. Key provincial emergency officials seem to agree with this point. Neil McKerrell, the Chief of Emergency Management Ontario, said that in "the emergency management business, the last thing you need is a bowl of 'bureaucratic spaghetti' to work through."[65]

The remedy is obvious. The PCO Security and Intelligence Secretariat, which is the main interdepartmental coordinator for the Canadian intelligence community,[66] should be responsible for the coordination of national intelligence gathering. The PCO security and intelligence coordinator, who also serves as deputy minister to the deputy prime minister, should ensure a fused intelligence assessment is provided to the Deputy Prime Minister and officials charged with coordination of emergency management.

A very similar structure was proposed in the Committee's previous report, *Canada's Coastlines: The Longest Under-Defended Borders in the World* (October 2003).[67] This report called for a new architecture at the centre to handle national security issues. It recommended the establishment of a permanent Cabinet committee chaired by the deputy prime minister, the appointment to the PCO of a new Secretary to Cabinet who will serve as this committee's senior official, and the creation of a PCO secretariat dedicated to national security issues such as emergency preparedness.

The Committee had prepared further recommendations that the PCO ensure that the emergency preparedness mandates of federal departments and agencies be better coordinated. It also planned to recommend that the mandates of these departments and agencies mesh, but not overlap; and that legislation be revised or, if necessary, developed to guarantee the implementation of this coordinated approach.

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[65] Neil McKerrell, "Testimony," Proceedings of the Standing Senate Committee on National Security and Defence, Issue 26, 37th Parl., 2nd Sess., (30 October 2003).

[66] The security and intelligence community includes PCO, DND (responsible for the Communications Security Establishment), the Ministry of Public Safety and Emergency Preparedness (responsible for OCIPEP, Canadian Security Intelligence Service and RCMP), the Department of Foreign Affairs and International Trade, Citizenship and Immigration Canada, Canada Customs and Revenue Agency, the Canadian Border Services Agency, Department of Justice Canada, and Transport Canada.

[67] Standing Senate Committee on National Security and Defence, Canada's Coastlines: The Longest Under-Defended Border in the World, vol. 1, (Ottawa: October 2003) 126-7, 131.

The Committee is pleased to note that many of these recommendations have been put into effect.

The Committee Members applaud the government's decision to create the position of National Security Advisor to the Prime Minister in the PCO. The Government stated that this position will "be responsible for intelligence and threat assessment integration and interagency cooperation, and [will] assist the Minister of Public Safety and Emergency Preparedness in the development and overall implementation of an integrated policy for national security and emergencies…"[68]

A New Focus for the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)

If the structure now makes far more sense, much of the work to reform the system still needs to be done. The Committee is convinced that OCIPEP must become more focused. It should assume leadership in the collection and analysis of disaster and emergency-related information. And it should get on with the development of national emergency preparedness standards.

In some areas, OCIPEP has done quite well. OCIPEP is making good progress in working with the provinces on the establishment of Heavy Urban Search and Rescue (HUSAR) teams. James Harlick, Assistant Deputy Minister of OCIPEP, informed the Committee on 20 October 2003 that these multi-agency teams are in place in Vancouver and Calgary, and are in various stages of planning for Toronto, Montreal and Halifax. The Vancouver HUSAR team is internationally certified and can operate outside the country.[69]

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[68] Prime Minister's Office, "Changing Government – Securing Canada's Public Health and Safety," (12 December 2003). Available at: http://www1.pm.gc.ca/eng/news.asp?page=3. Last visited: 13 January 2004.

However, the Committee was concerned about the lack of transportability for most of the HUSAR teams. Mr. Harlick told the Committee that while the Vancouver HUSAR team was internationally certified, "the challenge it would face...is to get from Vancouver to the international destination." According to Mr. Harlick, the Calgary and Vancouver teams are "road-deployable" and the other HUSAR teams are somewhat less ready to deploy.[70]

The Committee believes that given the state of Canada's Hercules fleet, the capacity to move any of Canada's HUSAR teams to a disaster area in a timely fashion is in question. In the event of a major emergency, for example a major earthquake that necessitated multiple HUSAR teams be moved to one location, this lack of mobility would cost lives.

Information Coordination

However, OCIPEP needs to improve how it coordinates information. "We saw voids recently in [the] exchange of information during the Ontario blackout," said Michael Lester, the Executive Director of Nova Scotia's Emergency Measures Organization. "We could not get any information out of Ottawa during 9/11 . . . We were fortunate that the Acting American Consul General offered to sit in the emergency operations centre and advise us on what was going on from Washington. It was effective but embarrassing."[71]

OCIPEP has assessed its response to the terrorist attacks. OCIPEP determined, among other things, that some of its staff members were operationally inexperienced, that its headquarters suffered from inadequate communications capacity, and that "Central agency control of the information flow prevented OCIPEP from serving its public-private stakeholders. For example, OCIPEP did not provide operational information...to the provinces / territories and critical infrastructure owners on September 11-12."[72]

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[69] Harlick, "Testimony," (20 October 2003), 25:17-18.

[70] Harlick, "Testimony," (20 October 2003), 25: 18.

[71] Michael Lester, "Testimony," Proceedings of the Standing Senate Committee on National Security and Defence, Issue 22, 37th Parl., 2nd Sess., (23 September 2003).

The Committee has not heard any evidence that these problems have been overcome. And, so far, OCIPEP's record as an information coordinator during crises is not good.

The Committee recommends that:

> **16. the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP) develop a greater sensitivity to the differing needs of first responders in communities across Canada.**

Audits, Lessons Learned, Best Practices

The Committee is of the view that auditing of preparedness plans, gathering and disseminating information on what has worked and what has failed during crises and monitoring the development of best practices should be core OCIPEP functions.

However, Mr. Harlick told us that OCIPEP is not formally responsible for auditing federal government departments and agencies in order to verify the adequacy of their emergency-related plans and initiatives, nor does it have more than a marginal role in the development of best practices across governments.[73]

Further, while OCIPEP has self-critiqued its own performance, Harlick testified that they had little idea or mandate to determine whether other departments were learning from past experience and lessons learned documents geared towards first responders.[74]

Mr. Harlick noted that there are many departments and agencies in the federal government, and he did not know if every one reviews their activities during emergencies or exercises in order to learn lessons. "I know that some [departments and agencies] are," he said, "but I do not know that all are . . . That is a role that we would be interested in looking at. As you have indicated, it would take a certain amount of resources to do it."[75]

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[72] OCIPEP, "Summary – Assessment A – OCIPEP," unpublished document, no page numbers, (24 September 2001). Source: Access to Information and Privacy Request A0041733-1-003492.
[73] Harlick, "Testimony," (20 October 2003), 25:24-26.
[74] Harlick, "Testimony," (20 October 2003), 25:26. Some of that exchange is excerpted at the end of Chapter Two of this report.

The Committee believes it needs to address Harlick's rationale—essentially that emergency preparedness is a departmental responsibility—head on.

The Committee accepts that planning for emergencies is a Deputy Minister's responsibility, but does not accept that it is only a Deputy Minister's responsibility.

Deputy Ministers have many important responsibilities and the Committee fears that without an *outside* audit, the unacceptable result may be that emergency preparedness falls through the cracks.

The Committee believes it should be OCIPEP's function to conduct those audits.

At the present time, a number of important preparedness tasks are not being addressed. For the citizen to be properly protected, we need a better, transparent, picture of the community preparedness situation.

In cooperation with municipalities and provinces, OCIPEP should create a template for gathering lessons learned and share those lessons with all members of Canada's emergency preparedness community.

It should build an inventory of the threats facing Canada's municipalities and of the assets they have to meet those threats. An ongoing analysis should be done to determine where the deficiencies lie, and how best to address them.

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[75] Harlick, "Testimony," (20 October 2003)

The Committee recommends that:

17. relevant legislation be amended so that the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP) is required to:

    a. conduct evaluations to ensure that all federal departments and agencies are able to continue to operate during a crisis, and that their preparedness plans are appropriate and in effect;

    b. compile and maintain lists in cooperation with every municipality in Canada of the perceived vulnerabilities, emergency response assets, and shortfalls in assets and capabilities;

    c. hold meetings with provincial / territorial counterparts to discuss the deficiencies revealed as a result of 10b;

    d. conduct national emergency exercises in cooperation with other orders of government and prepare analyses on the "lessons learned"; and

    e. act as a clearinghouse to assist other orders of government by distributing provincial / territorial and municipal "lessons learned" to other jurisdictions as required.

Recommendations

The committee recommends that:

12. in order to assure that authorities have the power and the capability to interrupt radio and television broadcasts during emergencies:

- **a. the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP) design standards for the establishment of emergency public warning systems for all provinces and territories;**
- **b. the Governor in Council, by order, direct the Canadian Radio-television and Telecommunications Commission (CRTC) to introduce such regulations as necessary to ensure that all public and private broadcasters are required to cooperate in the establishment of provincial / territorial and national public warning systems; and**
- **c. a national emergency website with links to provincial and territorial emergency websites be established so that emergency information and instructions can quickly be communicated via the Internet during a national emergency.**

13. the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP) encourage the installation of a system like "Reverse 911©" in all municipalities, funding at least a third of the cost, with remaining costs to be divided between the provinces / territories and municipalities[76]

14. the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP) enter into negotiations to equip the entire first responder community with handheld

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[76] "Reverse 911©" is an example of a community notification system that uses database and geographic information technologies to saturate specific areas with up to 1,000 calls an hour.

communications devices, with the federal government funding at least a third of the cost, with remaining costs to be divided between the provinces / territories and municipalities.

15. each order of government create the capacity to communicate with its first responders, within itself and with other orders of government. All systems should have wireless back-ups.[77]

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17. relevant legislation be amended so that the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP) is required to:

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b. compile and maintain lists in cooperation with every municipality in Canada of the perceived vulnerabilities, emergency response assets, and shortfalls in assets and capabilities:

c. hold meetings with provincial / territorial counterparts to discuss the deficiencies revealed as a result of 10b;

d. conduct national emergency exercises in cooperation with other orders of government and prepare analyses on the "lessons learned"; and

e. act as a clearinghouse to assist other orders of government by distributing provincial / territorial and municipal “lessons learned” to other jurisdictions as required.

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[77] Any crisis that involves a loss of electricity rules out some forms of communications.

CHAPTER 5:
The Needs of First Responders

There was a general consensus among witnesses that

(a) the insights of municipalities on the front line of emergency response are largely ignored by federal and provincial planners; and

(b) the system that is supposed to provide them with the resources and training they need to respond to emergencies is under-funded.

In a written submission, Toronto Police Service Chief Julian Fantino argued that there is a basic flaw in Canada's approach to emergency preparedness: the fact that OCIPEP is designed to respond to crises only after municipal and provincial resources have been exhausted. Chief Fantino said that while these "assurances are well intended, it is illogical to think that the local emergency services will wrap yellow tape around the city while we wait for outside help to arrive."[78]

Chief Fantino also told the Committee that federal and provincial aid to first responders is insufficient, and that first responders feel like marginal players on the preparedness stage even though they will be the lead actors during a crisis. Improvements suggested to date by federal and provincial governments "fall seriously short in recognizing the need for local law enforcement to be made an integral part of the overall anti-terrorism problem."[79]

William Pasel, Hamilton's Emergency Measures Coordinator, said municipalities should have direct, fast-track access to federal funding. He said that if the province "is a screen and is necessary, that is not for me to judge. [But] I am at the end of the line waiting for something to come down, and I would not ask unless there is a need. That is all.

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[78] Fantino, "Letter," (8 March 2002): 4.

[79] Julian Fantino, "Letter," (27 March 2002). Cited in Grant Purves, "Briefing Note – First Responders," Library of Parliament document, Prepared for the Standing Senate Committee on National Security and Defence, (27 January 2003).

In the interests of speed, why not go to the source? That is all I am saying."[80]

Deryl Kloster, General Manager of the Edmonton Emergency Response Department, argued that first responders feel caught between what some designate a provincial emergency preparedness issue, and others designate a federal national security issue. Mr. Kloster said this is an "extremely difficult situation for municipalities," which are expected to do a good job but do not have the financial resources to deliver.[81]

Listening to First Responders

Too many emergency-preparedness decisions are being made in isolation – at every rung of the ladder. First responders are on the margins of federal emergency planning. Meanwhile local emergency plans are developed without consultation with federal officials."[82]

Julian Fantino, Chief of the Toronto Police Service, said that local police agencies want to co-operate, but the federal and provincial governments "have not focused their attention to adequately address local vulnerabilities and needs. That is quite regrettable." Although local officials "cannot respond adequately without the help of the two senior levels of government," he noted, "We have been basically left on our own." Chief Fantino called for "a partnership" relationship."[83]

The Committee was overwhelmed with evidence that this lack of cooperation and cohesion is a nationwide problem, certainly not unique to Ontario or Toronto. Federal and provincial governments have a responsibility to fix problems – and fix them quickly – when the lives of many Canadians are clearly at stake.

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[80] William Pasel, "Testimony," Proceedings of the Standing Senate Committee on National Security and Defence, Issue 13, 37th Parl., 2nd Sess., (31 March 2003).
[81] Deryl Kloster, "Letter to Senator Colin Kenny," (18 February 2003): 3.
[82] Sheela V. Basrur, "Letter to Barbara Reynolds, Clerk of the Standing Senate Committee on National Security and Defence. Cited from Standing Senate Committee on National Security and Defence, Canadian Security and Military Preparedness, app. 2, (Ottawa: February 2002) 145.
[83] Julian Fantino, "Testimony," Proceedings of the Standing Senate Committee on National Security and Defence, Issue 14, 37th Parl., 2nd Sess., (6 March 2002).

18. The Committee recommends that:

- **a. the Minister for Public Safety and Emergency Preparedness give direction to the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP) to restructure the system so that local concerns and needs form the core of emergency preparedness planning and structures;**

- **b. the Minister ensure that new effective data-sharing protocols and mutual assistance agreements between federal, provincial, territorial and municipal governments be implemented;**

- **c. OCIPEP, in cooperation with municipal emergency response units, provincial and territorial governments, and relevant federal departments, develop a set of "best practices" for potential natural and man-made disasters;**

- **d. OCIPEP ensure that Canadian communities are fully informed about the availability of training programs and other resources to help them prepare to respond to emergencies;**

- **e. OCIPEP facilitate and finance a peer review system among emergency managers and first responders to ensure that "best practices" are being implemented and to foster greater interoperability;**

- **f. the Minister ensure that all agreements to provide funds to provincial and territorial governments disclose what percentage of those funds will be given to first responders in the municipalities; and**

- **g. OCIPEP be directed to prepare and publish reports:**

  - **i. a preliminary public report within sixty (60) days of the emergency followed by a formal public report within one year of any national**

emergency outlining "lessons learned" from the emergency and various responses to it; and

ii. annually to Parliament on its activities. This report should emphasize the measures that OCIPEP has taken to upgrade Canada's capacity to respond to national emergencies and the perceived shortfalls between assets and capabilities of first responders.

Getting Intelligence into the Field

In Regina, Police Chief Cal Johnston testified that the city could cope with most natural disasters, but only the "bare essentials" of a chemical, biological, radiological and nuclear (CBRN) attack. Local officials did not know if a CBRN attack was likely or remote, and if and how they might prepare for one. Better links with federal agencies like OCIPEP were needed in order to acquire information and focus funding on priority areas. "We are currently constrained," Chief Johnston said, "because communication must come through the province...The municipalities are the first level of government to respond...yet we are not able to connect directly with federal-funding and information-providing agencies."[84]

Responding to First Responders

In Edmonton, Dave Hill, Chair of the Capital Region Emergency Preparedness Partnership, argued that the federal or provincial governments have not been sufficiently supportive of regional / municipal preparedness efforts. These efforts are largely designed by people on the front line, most of whom have had experiences with crises. Said Mr. Hill: "At neither level of government is there a process in place to support regional preparedness, even though several studies identify that this is a key component to emergency preparedness."[85]

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[84] Cal Johnston, "Testimony," Proceedings of the Standing Senate Committee on National Security and Defence, Issue 7, 37th Parl., 2nd Sess., (27 January 2003).

Representatives of the Capital Region Emergency Preparedness Partnership outlined the unsatisfactory response it got after designing a disaster-relief initiative that would require an immediate allocation of $725,000 and expenditures of $45 million over 15 years. OCIPEP told the regional body that it generally limits its funding assistance to requests submitted through the provinces and territories. Meanwhile the Alberta government responded by saying that funding the proposal was a federal responsibility.[86]

Frustrated, Mr. Hill wrote to Prime Minister Chrétien explaining that his group's initiative would need legislative and sustained financial support in order to deal with "the significant challenges created by the increase in security responsibilities [that] have overtaken available resources."[87] Nothing happened.

The Committee understands that Canada's constitution assigns provinces exclusive control over the areas within their jurisdiction. But the federal and provincial governments need to get their acts together to respond to this very useful kind of initiative. The regions and municipalities have the best insights as to what they need, and when they come forward with a plan that makes sense within the context of national emergency preparedness, senior levels of government should do what this report is all about: *respond.*

The Committee notes and supports the commitment of Prime Minister Martin to provide additional funding for municipalities through a dedicated gasoline tax or a similar type of mechanism. While the Committee does not suggest that all or even most of the revenue generated by this tax be allocated for emergency preparedness, it could be a useful mechanism to address some of these concerns.

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[85] Dave Hill, "Testimony," Proceedings of the Standing Senate Committee on National Security and Defence, Issue 9, 37th Parl., 2nd Sess., (28 January 2003).

[86] Capital Region Emergency Preparedness Partnership, "Briefing Note," Provided to the Standing Senate Committee on National Security and Defence for its Hearing in Edmonton, (28 January 2003).

[87] Dave Hill, "Letter to Prime Minister Chrétien," (16 October 2002): 2. Copy received by the Committee in February 2003.

Reforming the Joint Emergency Preparedness Program (JEPP):

Several first responders testified that applications under the JEPP – OCIPEP's funding mechanism – are too cumbersome and the money available too limited.

There were also complaints that larger municipalities are forced to take on emergency response duties for smaller communities whenever emergencies occur. Edmonton Fire Chief Randy Wolsey told the Committee that Edmonton and other major cities in Alberta have had to bear the cost of reacting to crises in small communities that cannot afford to adequately prepare themselves.[88] Chief Wolsey said that higher levels of government should be shouldering some of this responsibility. "We believe," he said, "that the federal government bears some responsibility here, because some of these issues are federal issues that we are responding to – the terrorism issue, for example."[89]

Chief Wolsey contended that the federal government's assistance mechanisms are neither transparent nor user-friendly. He said that Edmonton requires federal help in order to provide training and procure equipment, but cannot find it. "We have had tremendous difficulty finding how to actually access the dollars," he said. "We are told that the funds are there, but we do not know what road we are supposed to go down or what process we are supposed to follow in order to access them."[90]

The Committee sympathizes with Chief Wolsey's concerns. It believes that larger communities have a responsibility to come to the aid of their smaller neighbors and should receive commensurately larger funding to fulfill that role.

The Committee is also supportive of the cost-sharing model for disaster recovery in the *Emergency Preparedness Act* (which came into effect in 1998). Under the Act, financial assistance for disaster recovery is to be distributed as follows:

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[88] The other cities that would deploy within Alberta to help smaller communities are Fort McMurray, Grande Prairie, Red Deer, Calgary, Lethbridge and Medicine Hat.
[89] Wolsey, "Testimony," (28 January 2003).
[90] Wolsey, "Testimony," (28 January 2003).

Expenditures Per Capita of Provincial Population	Federal Share of Disaster Assistance	Provincial Share of Disaster Assistance
$0 to $1	0%	100%
$1 to $3	50%	50%
$3 to $5	75%	25%
$5 and over	90%	10%

Source: Treasury Board. Cited in Standing Senate Committee on National Finance, "Report on the Committee's Examination of Canada's Emergency and Disaster Preparedness," (June 2000).

The Committee is of the view that while this formula works well for disaster assistance funding, there should be a different formula in place for emergency preparedness.

The Committee believes that for preparedness, a model in which all orders of government contribute equally is more appropriate. The three orders of government should contribute one-third of the costs related to preparedness.

That said, the Committee acknowledges that there are some unique federal costs, relating to capital expenditure and coordination like the functioning of OCIPEP, which should be borne by all taxpayers.

The Committee recommends that:

19. commensurate funding be provided to larger communities in return for their agreeing to provide regional assistance.

Improving Access to Resources and Training

In Windsor, Ontario, Fire Chief Dave Fields complained that a responsive national preparedness strategy is required. Federal funds for training and equipment purchases were too slow in arriving.[91]

Retired Saint John Chief Glen Tait testified in Ottawa that it is apparent to municipalities that emergency preparedness is only a secondary issue for senior levels of government. He said his community is well prepared – it has an operations plan, operations centre, and a back-up facility – but funding is a problem. The federal government must "recognize the financial burden that many municipalities experience and commit to providing a higher funding level to a long-term infrastructure program for municipalities, thus lessening the financial burden on municipalities and freeing up municipal funding to support essential protective services." Ottawa needs to "provide adequate funding directly to municipalities to support first responder programs and initiatives, such as equipment purchase, replacement, training and program development."[92]

Mr. Blackmore, the Emergency Operations Centre Manager for St. John's, said his centre was grateful for the funds that had been received from the JEPP. However, he called for tighter links between the federal government and the municipalities. Mr. Blackmore said that an informal understanding that St. John's would receive provincial and federal support in the event of an emergency was inadequate. This arrangement needed to be formalized. He called for "direct liaison on a formal basis . . . on those issues which may involve federal jurisdiction or national security which present a potential threat to the community."[93] Terrorism, he said, was a key example.

Rudy Fries, the Emergency Management Coordinator for London and the County of Middlesex, outlined Ontario's preparedness initiatives as well as his community's specific challenges. He expected that the passage of Bill 148, the Ontario *Emergency Readiness Act*

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[91] Purves, "Notes of the Visit…to Windsor," (27 February 2003).
[92] Tait, "Testimony," (31 March 2003).
[93] Blackmore, "Testimony," (31 March 2003).

(November 2002), and the subsequent introduction by the Province of Ontario of the Framework for Community Emergency Management Programs, would improve local preparedness. However, his community has no chemical, biological, radiological and nuclear-specific equipment, and "contact with the federal government in response-emergency preparedness issues is limited. Funding assistance and training are issues that could be discussed."[94]

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[94] Rudy Fries, "Testimony," Proceedings of the Standing Senate Committee on National Security and Defence, Issue 13, 37th Parl., 2nd Sess., (31 March 2003).

Recommendations

18. The Committee recommends that:

    a. the Minister for Public Safety and Emergency Preparedness give direction to the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP) to restructure the system so that local concerns and needs form the core of emergency preparedness planning and structures;

    b. the Minister ensure that new effective data-sharing protocols and mutual assistance agreements between federal, provincial, territorial and municipal governments be implemented;

    c. OCIPEP, in cooperation with municipal emergency response units, provincials and territorial governments, and relevant federal departments, develop a set of "best practices" for potential natural and man-made disasters;

    d. OCIPEP ensure that Canadian communities are fully informed about the availability of training programs and other resources to help them prepare to respond to emergencies;

    e. OCIPEP facilitate and finance a peer review system among emergency managers and first responders to ensure that "best practices" are being implemented and to foster greater interoperability;

    f. the Minister ensure that all agreements to provide funds to provincial and territorial governments disclose what percentage of those funds will be given to first responders in the municipalities; and

g. OCIPEP be directed to prepare and publish reports:

  i. a preliminary public report within sixty (60) days of the emergency followed by a formal public report within one year of any national emergency outlining "lessons learned" from the emergency and various responses to it; and

  ii. annually to Parliament on all its activities. This report should emphasize the measures that the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP) has taken to upgrade Canada's capacity to respond to national emergencies and the perceived shortfalls between assets and capabilities of first responders.

19. commensurate funding be provided to larger communities in return for their agreeing to provide regional assistance.

CHAPTER 6:
Community Emergency Preparedness Questionnaire

I. Methodology

Like all committees, we are constrained by time and finances. We cannot visit every community that we would like to, or bring before us every witness who has something to contribute. In order to be as inclusive as possible, the Committee sent out questionnaires to 100 Canadian municipalities[95]. The questionnaire isn't perfect, but it did allow for much broader participation than would otherwise have been possible. Given that one of our main complaints is that federal and provincial governments are not listening to people on the front lines, we felt we should do as much listening as possible.

The questionnaires were aimed at first responders because the Committee felt that it was not always hearing the same story from federal officials as it was hearing from first responders at our hearings. It therefore deemed it appropriate to seek out a range of written testimony from the people on the front lines.

Questionnaires were sent to those officials in each municipality responsible for emergency preparedness. Every municipality with a reported population of greater than 20, 000 was contacted. At the time of publication, the Committee had received 86 responses. Responses were divided into four categories, based on the population of each municipality:

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[95] Revised versions of two questions were sent out subsequently.

Category	Classification	# of replies
A	"Very Small" communities of between 20,000 and 49,999 people	32
B	"Small" communities of between 50,000 and 99,999 people	23
C	"Medium" communities of between 100,000 to 499,999 people	23
D	"large" communities of more than 500,000 people	8

This survey was not intended to be scientific. . Rather it was intended to approximate a fact-finding trip or a hearing. . It asked each respondent to answer questions and make comments categorized by five main themes:

- The character of the community;
- Perceived threats to the community;
- Assets (equipment, training, personnel, and other resources) available to protect against those threats;
- Any actions that the community may have attempted to take to protect itself; and,
- Support or lack of support from the federal and provincial governments.

In cases where a respondent did not offer a response to a particular question, or if the answer was unclear and not specifically related to the question, the answer was considered "inconclusive" and was recorded as such.

The exercise proved extremely useful. It helped the Committee meet its goal of detecting a number of trends and anomalies related to the emergency preparedness of Canadian municipalities.

II. Highlights

Several key trends emerged from the answers to the questionnaire, many of which are not surprising:

- Larger cities are generally better prepared.
- While it is perceived that the Joint Emergency Preparedness Program (JEPP) is helpful, many respondents saw room for improvement.
- Most respondents either were unaware of, or displeased with, the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP).
- Few respondents were aware of Health Canada's emergency caches or their contents, and those that did know about them were often unaware how to access them.

Some major irregularities or problems were identified:

- Although nuclear safety is the responsibility of the federal government's Canadian Nuclear Safety Commission, the three respondents who mentioned nearby nuclear plants (Clarington, Fredericton, Oshawa) made no mention of any response plans for potential emergencies related to those plants.
- Some respondents provided limited information in their responses, or seemed to demonstrate (and sometimes claimed) a lack of expertise or preparedness (such as the respondents from Port de Sorel, Penticton, Milton, and Clarington).
- Only a few respondents voiced concern about terrorist attacks (the Orillia respondent observed that the city could be a target because the headquarters of the Ontario Police Service is located there) and two respondents from larger cities (Ottawa and Toronto) felt that they faced a higher than normal risk of being targeted by terrorists.

III. Results - Analysis

A. The State of Emergency Preparedness

i. Who Does the Job?

The most clearly observable trend in the survey results is that larger municipalities are, in general, more prepared to deal with emergencies than smaller ones.

All of the eight large municipalities for which we received responses to our questionnaire employ an official whose duties are to deal solely with emergency coordination or direction. And while this was also the case in 68.2% of the medium size municipalities and 65.2% of the small municipalities for which a response was received to this question, only 40.6% of respondents from very small municipalities have an official whose principal job it is to coordinate or direct emergency preparedness efforts in their area.[96]

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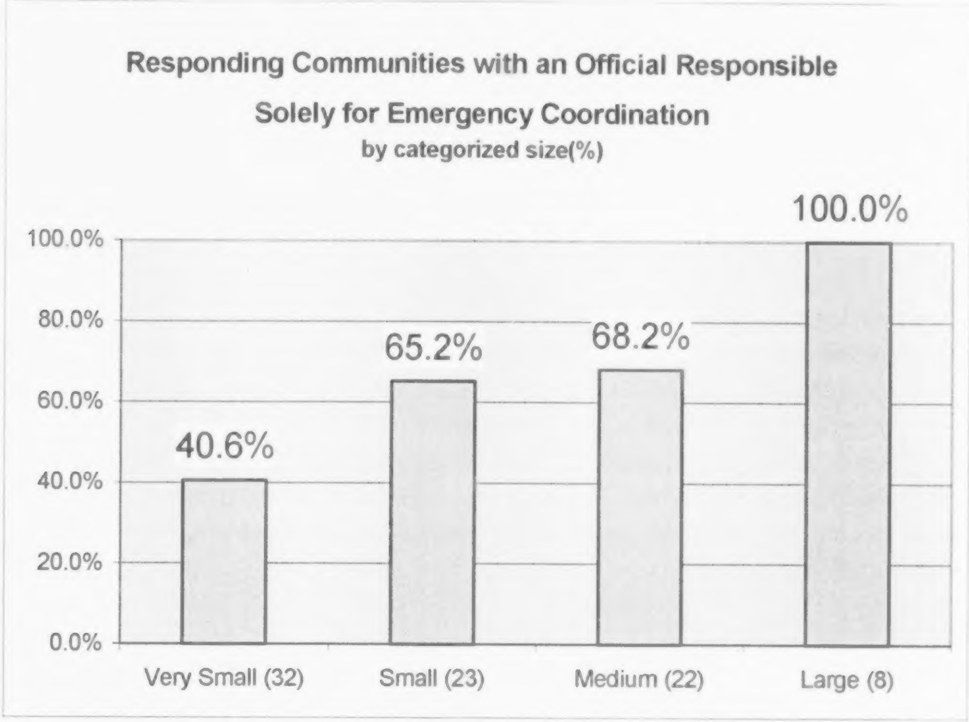
[96] The data above relates that 8 of 8 large municipalities responding, 14 of 22 medium-sized municipalities (excluding 1 non-response), 15 of 23 small municipalities and 13 of 32 very small municipalities answered that they have an official dedicated to emergency coordination.



In some smaller municipalities, an official jointly carries the titles of Fire Chief and that of Emergency Coordinator/Director (very small: 34.4%; small: 26.1%; medium: 22.7%).[97]

These respondents are fire chiefs who have the added duties of emergency coordination (although some do have training and experience for this position as well). In a few cases, the respondents identified themselves only as Fire Chief, and in one case (Milton, ON) the respondent was a municipal official who did not indicate possessing any experience in the field of emergency planning and coordination.

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[97] The data above relates that 5 of 22 medium-sized municipalities (excluding 1 non-response), 6 of 23 small municipalities and 11 of 32 very small municipalities answered that there emergency official is also the Fire Chief.

ii. What is an Emergency?

The questionnaire also asked respondents to indicate whether or not a series of examples would be classified as a major emergency in their city. Responses are reported in the table below.[98]

What % of Respondents Perceive is a Major Emergency

by Categorized Community Size[99]

Emergency	Very Small	Small	Medium	Large	Overall
Chemical Spill from Burst Tanker	78.6%	70.6%	65.0%	85.7%	73.6%
Contamination Causing 25 illnesses per day for 7 days	75.0%	64.7%	45.0%	57.1%	62.5%
Contamination Causing 100 illnesses per day for 7 days	78.6%	76.5%	60.0%	57.1%	70.8%
Flood causing the evacuation of 100 people	67.9%	58.8%	50.0%	71.4%	61.1%
Flood causing the evacuation of 1,000 people	78.6%	82.4%	70.0%	85.7%	77.8%
Flood causing the evacuation of 10,000 people	78.6%	88.2%	80.0%	85.7%	81.9%
Large Fire or and/or Earthquake	71.4%	70.6%	80.0%	71.4%	73.6%

iii. Perception of Vulnerability

Respondents were further asked to indicate whether their cities were particularly vulnerable to potential emergency situations as a result of particular aspects of their environment related to the following categories: major industrial facilities (factories and pipelines), transport (important road and rail lines), airport, water port (river, lake, ocean harbour), and international border.

A majority of respondents indicated that they had industrial (67.4%), airport (67.4%), and transport (60.5%) vulnerabilities. 37.2% of respondents indicated vulnerabilities related to a water port in their vicinity and 11.6% of respondents noted vulnerabilities linked to their proximity to an international border.[100]

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[98] Categories were not mutually exclusive and respondents could indicate more than one response, which explains why the total reported is greater than the number of responses the Committee received.

[99] The data in this table excludes 1 large municipality, 3 medium-sized municipalities, 6 small municipalities, and 4 very smal municipalities because of nonresponses.

Not surprisingly, most of the respondents from large cities indicated vulnerabilities under each of these categories.

iv. Level of Preparedness

With respect to the extent to which officials feel their communities are prepared for an emergency, the survey results indicated that respondents in large communities were more confident in their ability to deal with major emergencies than their counterparts in smaller communities.[101]

And the smaller the community, the less confident the respondents seemed. 64.7% of respondents from small municipalities, and 65% of those from medium size municipalities wrote that they felt they would be somewhat prepared for major emergencies, but only 28.6% of respondents from very small municipalities reported that they felt their community would be somewhat prepared for major emergencies, while 35.7% indicated that they would be prepared for minor emergencies and another 35.7% indicated that they would only be somewhat prepared for minor emergencies.[102]

Finally, it must be noted that some very small and small cities rely heavily on volunteers and volunteer organizations in neighbouring communities to assist them in case of an emergency. For instance, the respondent from Orillia, Ontario, stated:

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[100] The data in this sentence relates that 32 of 86 respondents believe they have a port-based vulnerability and 10 of 86 respondents believe they border-based vulnerability.

[101] It must be noted that respondents were asked an open-ended question and were not presented with a scale of various levels of preparedness. Results presented here are based on a content analysis of responses to an open-ended question. Large cities that are classified as prepared to deal with a major emergency showed a clear confidence in their ability to handle any major emergency that might occur. Those cities classified in the somewhat prepared category, on the other hand, indicated an ability to handle some types of major emergencies, or most major emergencies, but only for a limited time period. Being prepared for minor emergencies indicates an ability to deal with routine problems such as house fires, small-scale evacuations, and other situations that do not result in a citywide state of emergency. A city being somewhat prepared for a minor emergency indicates a potential inability to effectively respond to what is likely to be considered by most in similar circumstances as a routine issue.

[102] The number of non-responses to this question, by category, are as follows: very small, 4, small, 6; medium, 3; large, 0.

> *Any incident that is larger than a single family residence usually requires assistance from our surrounding fire departments. Any incident that was prolonged for any time would also require assistance from the surrounding departments. The issue with that is that they are all volunteer departments.*

There has been a lot of talk about vertical cooperation and if the responses to this question suggest anything to the Committee—and the comments of the respondent from Orillia highlight this theme—it was that horizontal cooperation between communities and regions needs to, and does, happen all the time.

The Committee believes that communities being prepared to help one another keys element of emergency preparedness.

Self-Perception of Emergency Preparedness in Communities by Categorized Size

Level of Preparedness	Very Small	Small	Medium	Large	Overall
Prepared for a major Emergency	0.0%	0.0%	0.0%	50.0%	5.5%
Somewhat Prepared for a Major Emergency	28.6%	64.7%	65.0%	50.0%	49.3%
Prepared for a Minor Emergency	35.7%	35.3%	35.0%	0.0%	31.5%
Somewhat Prepared for a Minor Emergency	35.7%	0.0%	0.0%	0.0%	13.7%

v. Command and Communications Structure

Through the questionnaire, the Committee aimed to investigate whether communities were satisfied with the preparedness of their command and communications structures. Three themes seemed to emerge from the responses.

First, respondents from larger communities tended to be more satisfied with their command and communications structures than those of smaller communities. Specifically, 75% of respondents in large cities indicated that they were satisfied, whereas in all smaller cities combined, only 55.4% of respondents indicated that they were satisfied, and 30.8% reported being somewhat satisfied.[103]

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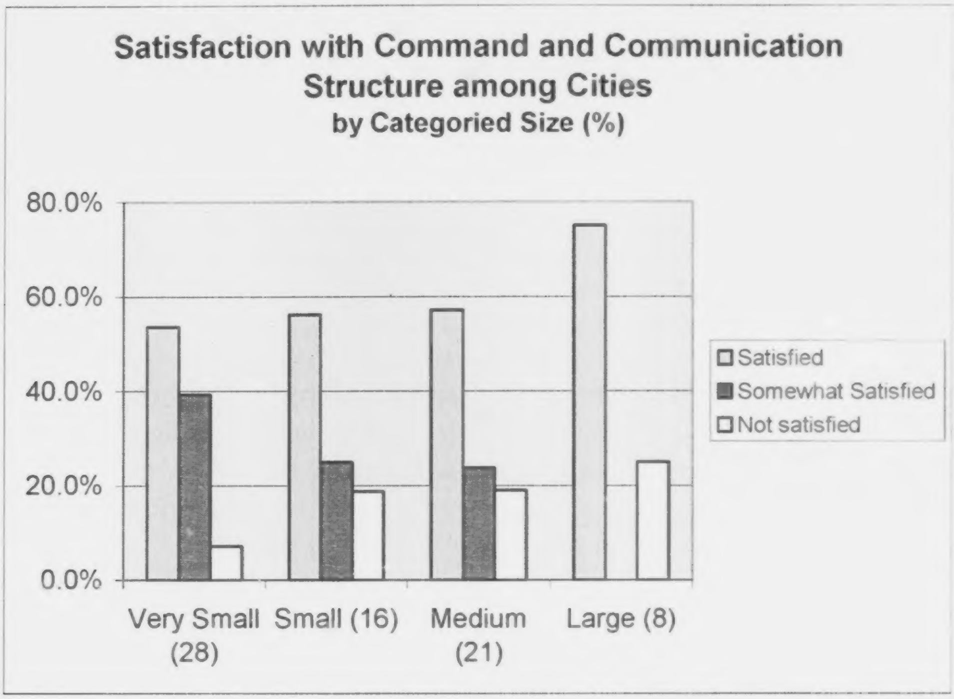
[103] The data in this paragraph relates that 6 of 8 large communities and 36 of 65 medium to very small sized communities (excluding 13 non-responses), answered they were satisfied in response to the open-ended and multi-pronged question, "Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?" 20 of 65 medium to very small sized communities (excluding 13 non-responses), answered they were somewhat satisfied in answer to the same question.

The nature of the question made it difficult to classify answers. For instance, respondents often did not indicate whether they were talking about their local or the regional command structure. The somewhat satisfied category indicates a general satisfaction combined with complaints and/or suggestions for improvement in command or communications structure.



Second, smaller municipalities, classified as somewhat satisfied, usually reported that, while they felt their command structure was satisfactory, communications represented a problem.

These respondents generally noted that that communications structures were problematic because either:

a. different services (police, fire, ambulance) had incompatible equipment; or

b. they lacked up-to-date communication devices.

Further, some of them blamed their inability to update systems on insufficient funding. The respondent from Orillia, Ontario, exemplifies many of these concerns, stating:

> *Part of the biggest problem within any emergency seems to be communications. In the event of a disaster the biggest downfall we encounter is that fire cannot talk to police or the ambulance. They have systems far beyond our own…The Police are*

> *provincial, and the ambulance is dispatched by provincial Central Ambulance Communication Centres. Their funding bases are massive compared to fire departments. Fire departments are funded by the respective municipalities and dollars are tight. This has been, and continues to be the biggest area of concern to date.*

The respondent from Woodstock, Ontario, emphasized that the problem is not going away any time soon, writing:

> *Our communication issues have been there for a while. […] When it comes to dollars there is an ongoing problem of where it is going to come from, especially with such a large ticket item as communications.*

However the responses showed that this is not a problem limited to Ontario. Medicine Hat, Alberta, for example, is grappling with similar issues. According to the respondent,

> *Regional command is not problematic, however, communications is a challenge. Due to the vast area of the region, radio communication is not reliable and in many areas is nonexistent. More communication towers are needed throughout the area, and radio systems need to be upgraded to digital trunking. Without communications improvements, the region will continue to be frustrated by the inability to effectively communicate. Adequate communications have not been implemented due to a lack of funding.*

The third theme was that some respondents, while satisfied with their local structure, were concerned that regional command would be a problem.

The respondent from Owen Sound, Ontario, for example, expressed a concern about both regional command and communications: “Our local command structure is alright. Communications would be a major problem as emergency response services are on different frequencies. Regional command and communication would most certainly be problematic."

Similarly, the respondent from Edmonton, Alberta, reported that he was not satisfied with the regional emergency response structure:

> *The regional emergency response structure is basically non-existent, with the exception of a steering committee that is attempting to rationalize emergency preparedness within the region. Success has been elusive due to non-funding at the municipal, provincial and federal levels.*

vi. Communicating with Citizens

Respondents were also asked whether emergency officials in their municipalities have the ability to unilaterally interrupt television and/or radio broadcasts on command.

Overall, only 24.7% of respondents indicated the ability to unilaterally interrupt televisions broadcasts, while 28.6% indicated the same capacity for radio. In contrast, 75.3% of respondents said that they do not have this ability with regard to television, and 71.4% respondents indicated that they are unable to unilaterally interrupt radio broadcasts.[104]

Those respondents indicating that they could not unilaterally interrupt broadcasts were further asked to elaborate on how they are able to broadcast messages during emergencies. The vast majority of these respondents (81% for television and 89.1% for radio) stated that they would get their message out with the cooperation of broadcasters.[105]

The remaining few did not respond to this portion of the question, or indicated that they would have to rely on persons of higher authority (a provincial emergency coordinator, for instance) to arrange emergency broadcast on television and radio.

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[104] The data in this paragraph relates that 19 of 77 communities (excluding 9 non-responses) answered they were able to interrupt television broadcasts, and 22 of 77 indicated that they could interrupt radio broadcasts.

[105] The data in this sentence relates that 47 of 58 communities that said they were unable to unilaterally interrupt TV (there were 6 non-responses), and 49 of 55 communities that said they were unable to unilaterally interrupt radio (there were 2 non-responses), said they would get their message out with the cooperation of local broadcaster.

Ability to Unilaterally Interrupt Television and Radio for Emergency Broadcasts Among Responding Communities by Categorized Size (%)

	Very Small	Small	Medium	Large	Overall
Television					
Yes	32.0%	31.8%	4.5%	37.5%	24.7%
No	68.0%	68.2%	95.5%	62.5%	75.3%
Radio					
Yes	44.0%	31.8%	4.5%	37.5%	28.6%
No	56.0%	68.2%	95.5%	62.5%	71.4%

Some respondents reported experiencing difficulty obtaining cooperation from local media and suggested that a legislated ability to interrupt broadcasts would be useful and valuable.

The respondent from Guelph, Ontario, mentioned that a well-known cable company would not broadcast warning bands on all of their channels because they apparently have contracts that prevent them from "adding content" to their broadcasts. He suggested that the federal government could be of assistance by empowering cable television networks to add content to their broadcasts through legislation.

That said, the Committee generally agrees with the respondent's suggestion and recommends very similar action in Chapter Four.

The respondent from Guelph was not alone. Other respondents suggested that it would be beneficial if the government were to enable them to have the unilateral ability to interrupt broadcasts. For example, the respondent from Montreal, Quebec, responded:

> [Translation] *The City cannot interrupt television or radio broadcasting to issue alerts or instructions in the event of a major public emergency. This is regrettable, because it would be a very effective means of reaching the population.*

> *Nonetheless, it would not be perfect: not everyone watches television or listens to the radio, and it would not work during a power outage.*

The Committee found this response especially telling with regards to imminent emergencies but feels that permission should be sought from broadcasters whenever there life or limb is not at risk. And in every case of unilateral interruption, the Committee believes that it must be publicly justified afterwards.

vii. What about supplies to handle emergencies and disasters?

Respondents were asked whether they have identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur.

Only a very small percentage of respondents, 13%, clearly indicated that their municipality has warehoused an adequate store of emergency supplies. And 27.3% of respondents stated that their municipalities have not warehoused any emergency supplies.[106]

In response to another part of the same question, 41.6% of respondents indicated that they have identified supplies available in the private sector and some mentioned that agreements are in place for the purposes of obtaining supplies from local merchants.[107]

Municipalities without supplies often cited a lack of funding and limited space as the main impediments to collecting and maintaining an inventory of emergency supplies. Furthermore, among those respondents that reported having some supplies (most often emergency bedding and some medical supplies, and in some cases, mobile kitchens), some noted that their supplies are outdated.

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[106] The data in this paragraph relates that 10 out of 77 communities (excluding 9 non-responses) clearly indicated that their municipality has warehoused an adequate store of emergency supplies and 21 of 77 communities clearly indicated their municipalities had not warehoused any emergency supplies.

[107] The data in this sentence relates that 32 out of 77 communities (excluding 9 non-responses) indicated that their municipality has identified supplies in the private sector. These responses are not mutually exclusive of those in the preceding sentence as the identification of private sector supplies was asked in a question separate from the question of warehousing goods.

B. Federal and Provincial support

i. Health Canada Emergency Caches

As discussed in Chapter 2, the Committee took considerable interest in Health Canada's system of 1,600 emergency caches. Because of concerns raised by discrepancies between testimony and field experience, the Committee asked respondents about their knowledge of the caches and procedures for using them.

67% of respondents had no knowledge of the caches.[108]

23% claimed to have some knowledge of the caches, but were unaware of procedures for using them, or did no the location and/or contents of the caches.[109]

Only10% were aware of both the caches and the procedure for accessing them.[110]

Some respondents, like the one from Cornwall, Ontario, below, did praise the caches:

> *Cornwall has two Health Canada caches (registration and inquiry boxes). I was not given procedural information regarding the use of these caches. [...] During the ice storm we utilized the caches and we presently need extra supplies. [...] I strongly feel every community must have a Health Canada cache. They were instrumental to us during the ice storm. Very worthy tools.*

The Committee notes that the Ice Storm occurred several years ago is concerned that the cache has not been restocked since.

Others who knew about them were not as sure about the value of the caches. As the respondent from Langley, British Columbia, wrote:

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[108] The data in this sentence relates that 52 out of 78 communities (excluding 8 non-responses) indicated that they had no knowledge of the caches.

[109] The data in this sentence relates that 18 out of 78 communities (excluding 8 non-responses) indicated that they knew the caches existed but did not know how to access them.

[110] The data in this sentence relates that 8 out of 78 (excluding 8 non-responses) indicated that they knew the caches existed and also knew how to access them.

> *Our emergency management community is well aware of the location and contents of all the different types of kits located in our region. We are also aware that the majority of these kits contain outdated supplies. Where contents are still intact, their value is questionable as they require special training to unload and set up, and few if any medical staff have received this training in the past eight years.*

In one particularly alarming response, referring to a "mobile hospital kit", the respondent from Medicine Hat, Alberta, stated:

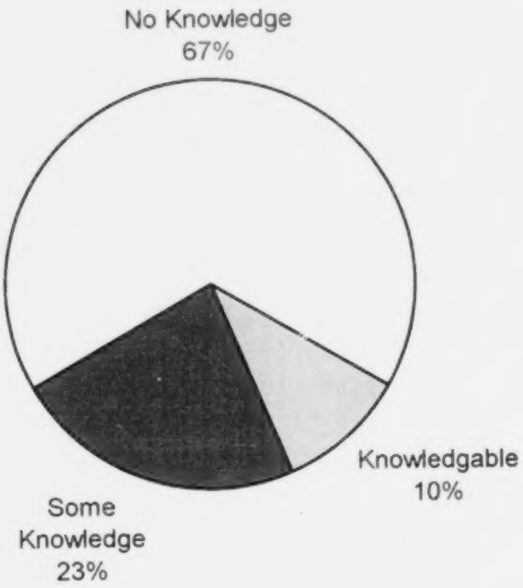
> *Its presence was learned by accident and when inquiries were made regarding its purpose, local training, maintenance of the equipment, etc., I, as Director of Disaster Services, was basically asked how I was able to acquire a key and instructed to return the key ASAP. I was told (by Health Canada) that I was to have no access or interest in the equipment. I have since learned that it has been moved but have not been informed what the final disposition of the equipment was. The message from Health Canada was made clear: hands off, it is none of the community's business and do not concern yourselves with any aspect of the cache.*

The Committee was appalled by the events the respondent from Medicine Hat related and more generally by the discrepancy between Dr. St. John's 10 February 2003 testimony before the Committee and the experiences related to the Committee by some of the communities who responded to the questionnaire.

The Committee is of the view that Health Canada's policy must immediately be reversed so that:

1. local communities have input as to what is in the cache;
2. they are aware of the location and the procedures for accessing the cache;
3. and they are sufficiently knowledgeable about the cache that they can include it in their emergency plan.

Respondents with Knowledge of Health Canada Caches (%)



ii. Need for assistance in the event of a CBRN emergency

When asked if they would rely on federal and provincial assistance in the event of a cyber-attack, or a chemical, biological, radiological, or nuclear (CBRN) emergency, the majority of respondents in large municipalities answered either that they would not or may not need any assistance.

Ottawa appeared to be the best prepared: "We currently have a CBRN Team in Ottawa that can respond to incidents in Ottawa as well as to other places in the Province through a Memorandum of Understanding with the Province of Ontario."

In contrast, over 82.4% of respondents from very small, small, and medium municipalities indicated that they would rely on federal and provincial aid in the event of a CBRN emergency and the remaining 17.6% of respondents from very small, small and medium municipalities indicated that they might require such aid.[111]

The Committee is of a view that providing for the 82.4% of municipalities who feel they would rely on Federal and Provincial aid in the event of a CBRN event must be a matter of priority for the Federal and Provincial authorities to resolve.

The respondent from Sarnia expressed disappointment in the federal government's CBRN unit allocation decisions:

> *Unfortunately the Federal government supplied a CBRN unit in Windsor, Toronto and Ottawa, yet Sarnia represents 80% of all the chemicals in Ontario… Dangerous goods which are shipped to the U.S. go through Sarnia and not through Windsor??? We are also the supplier of fuel for NASA, yet we would have to rely on the Province or Federal government to respond to a cyber-attack or a chemical, biological, radiological, nuclear disaster as [our] HAZMAT teams are privately owned and not capable of these responses.*

iii. Provincial Support

Respondents were asked in two questions to indicate what level of assistance their community expects from the provincial government in the event of a major emergency. The first addressed past experiences in dealing with their provincial government. The second addressed future expectations of their provincial governments. In each question, respondents were also asked about the timeliness of provincial aid, and who did or should bear its cost.

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[111] The data in this paragraph relates that 56 out of 68 communities (excluding 10 non-responses) indicated that they would require aid and that 12 out of 68 communities might require aid in the event of a CBRN emergency.

Again, the most significant factor is related to the size of the municipality. Respondents from large municipalities were more confident in their self-sufficiency than their smaller counterparts. 100% of respondents from large cities indicated that they received little to no aid in the past.[112] 50% of large community respondents said that they would not look to the province for any help, 37.5% stated they would want some help, and only 12.5% indicated a desire for whatever help would be necessary, to respond to any future emergencies.[113]

In contrast, among municipalities in the three smallest categories, 9.4% of respondents said they would expect major or total support in the event of a future emergency, 48.4% indicated that they would expect whatever help is necessary to resolve the crisis, and 34.4% stated they would want some help.[114]

Overall, most respondents indicated that they expected provincial and federal governments to step in only after their own resources have been depleted. For instance, the respondent from Brandon, Manitoba, stated: "The amount of help required would depend on the scale of the situation. We respond with the citizens until our resources are used up. Help should arrive when we need it. Not before or after."

The Committee recognizes this is a complex problem and understands that there is a need for provincial and federal aid but won't step in and say exactly what it will be. The "major/total support" category indicates an expressed need for the province to either take over the emergency response or to provide the bulk of the resources necessary to resolve a crisis. The "whatever is necessary" category indicates an ability to respond to a major emergency, but with the expectation that the province will provide a substantial amount of the resources that may be necessary to resolve the crisis. The "some help" category indicates a perceived ability to handle most crises, but a realization that extra help could be required during a major or prolonged emergency

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[112] This sentence relates that 6 out of 6 large communities (excluding 2 non-responses) responded they received little to no aid in the past.

[113] Of the 8 large communities, 4 expect little to no aid in the future, 3 of 8 would want some help in the future and 1 of 8 would desire any help necessary in the future.

[114] The data in this paragraph relates that 6 of 64 smaller communities (excluding 14 non-responses) indicated they would expect major or total support in the event of a future emergency, 31 of 64 indicated that they would expect whatever help is necessary to resolve the crisis, and 22 of 64 stated they would want some help.

The respondent from Langley, British Columbia wrote:

> *The City & Township of Langley receives no funding (except for special projects under JEPP) from other levels of government. Where the province currently funds some training, current fiscal constraints have the province considering cuts to emergency management in BC, when they should be doing more, not less. Case in point, this year's fire season in BC has clearly indicated the serious lack of depth in trained personnel at the provincial and municipal levels. After six weeks, staff are exhausted and personnel untrained in emergency management have had to be used to sustain the response and recovery effort.*

Finally, certain smaller communities indicated an almost fatalistic attitude that they do not expect any assistance in the case of a major emergency because they feel they will be neglected, as resources will be directed toward larger centres.

As the respondent from Parksville, Ontario, related:

> *Depending on the scale and nature of the emergency, we would expect significant assistance from the province. However, if the emergency covers multiple jurisdictions, we do not realistically anticipate immediate assistance from the province. It may be days before assistance is available depending on the priorities of other areas involved (i.e. in a major earthquake).*

The respondent from the Alberni Valley Emergency Program in British Columbia echoed these concerns writing:

> *Depending on the extent of the major emergency, the Alberni Valley might receive quite a bit of assistance from the provincial government. In the event of a major disaster that would affect the entire Vancouver Island and Southwest British Columbia regions, the Alberni Valley does not expect a lot of assistance*

> *from outside authorities. The arrival of assistance would depend on availability.*

From this the Committee notes that it would be prudent for municipalities to sustain themselves for at least the first 48 hours in an emergency.

iv. The Federal Role

In addition, some questions related to the federal government's role in municipal emergency preparedness were asked. Most respondents expressed either a lack of awareness or dissatisfaction with respect to the federal government's role in emergency preparedness and response. While some respondents were knowledgeable and grateful of the federal help they receive, others indicated that their ability to be prepared for emergencies is limited in part due to a lack of support from the federal government.

a. Joint Emergency Preparedness Program (JEPP)

When asked if the JEPP program was helpful, respondents expressed different opinions. Overall, 47.8% of respondents indicated that they found the program helpful, and 22.4% found it somewhat helpful.[115]

While the majority of respondents in very small cities found the program helpful, only 31.3% of small communities, 47.1% of medium communities and 42.9% of large communities responded that they thought the program was helpful.[116]

Even those with positive answers made suggestions for reforming the program. Typical complaints included that the funding was inadequate (e.g., for training and a greater diversity of equipment), the application process was too complicated and deadlines did not line up with municipal budget planning. As well, because knowledge of how much funding would be granted is often unavailable, some municipalities complained that they cannot plan satisfactorily.

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[115] The data in this paragraph relates that 32 of 67 communities (excluding 19 non-responses) indicated they found the main federal funding process (JEPP) helpful in preparing their community for an emergency and 15 of 67 communities (excluding 19 non-responses) found JEPP somewhat helpful.

[116] The data in this sentence relates that 16 of 27 very small communities (excluding 5 non-responses), 5 of 16 small communities (excluding 8 non-responses), 8 of 17 medium communities (excluding 6 non-responses) and 3 of 7 large communities (excluding 1 non-response) indicated that they found the main federal funding process (JEPP) helpful in preparing their community for an emergency.

Furthermore, different cities appear to have different impressions of the JEPP program. The respondent from Edmonton said "JEPP money is too limited to be of use to a city the size of Edmonton." And the Calgary respondent added that, while useful, JEPP funding "...has limitations. Equipment, by itself, does not provide emergency response to citizens. Training and education are important components of emergency preparedness programs."

The respondent from Charlottetown, Prince Edward Island, suggested that "The development of [an] online application system with a pre approved equipment or supplier list may be helpful in speeding up the process."

The respondent from Stratford, Ontario, found JEPP helpful but suggested it could do more:

> *JEPP funding is certainly helpful. The best way to approach emergency preparedness is for the provincial employees to go into each community and stay until an acceptable level of emergency response is achieved instead of going in saying you need this or that...These individuals are supposed to be well-versed in emergency matters so make them responsible for the actual implementation.*

The respondent from Moose Jaw, Saskatchewan, for example found there was room for improvement in the way JEPP operates and disperses funds, stating:

> *We have to my knowledge accessed funds on a couple of occasions. The process, however, requires a lot of work to access this funding. The simplification of this process would dramatically help. Also, special programming funds such as the Federal CBRN to help hazardous waste*

> *removal or containment needed to better distribute in this province. The funding only went to Saskatoon and Regina – we were not consulted or contacted about this funding and received nothing.*

b. Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)

Respondents were asked two questions about the leadership and coordination offered by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP) and their confidence in its ability to lead a national-level response to an emergency.

The Committee was surprised at the number of respondents who displayed a lack of knowledge and/or satisfaction with the role that OCIPEP plays in emergency preparedness. In response to question 5.6, 45.1% of respondents indicated that they did not know enough about the organization to comment.[117] Many respondents were unaware of the role or actions of the organization and stated that they did not know how to respond or that they had no comment.

Overall, respondents to this question reported a low level of satisfaction with the national leadership and co-ordination provided by OCIPEP. 38% of respondents answered that they were not satisfied with the leadership and co-ordination provided by this organization. Only 9.9% of respondents indicated that they were satisfied with the services of OCIPEP.[118]

It must be noted that 62.5% of respondents from large municipalities indicated that they were not satisfied with OCIPEP. As well, among very small municipalities, only 34.6% respondents indicated some knowledge of OCIPEP and only 7.7% were satisfied with OCIPEP's leadership and co-ordination.[119]

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[117] The data in this sentence relates that 32 of 71 communities (excluding 15 non-responses) indicated in question 5.6 that they did not know enough about OCIPEP to comment.

[118] The data in this sentence relates that 27 of 71 communities (excluding 15 nonresponses) indicated that they were not satisfied with OCIPEP, and 7 of 71 were satisfied.

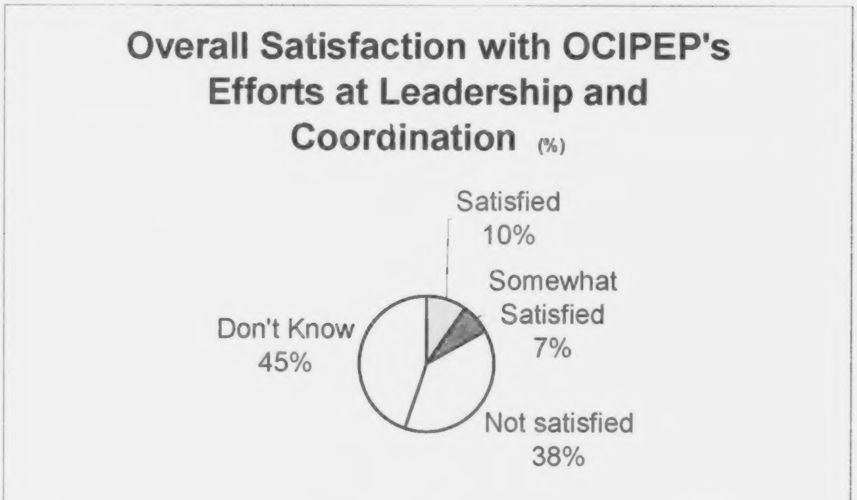
[119] The data in this paragraph and displayed in the graph below relates that: 5 of 8 large communities were not satisfied with OCIPEP, 9 of 26 very small communities (excluding 6 non-

The respondent from Langley, British Columbia, did not mince words, writing:

> *We are not satisfied with national leadership and coordination provided by OCIPEP. One only need look at the two major national disasters this year, being SARS and [the] BSE crisis, to see the conspicuous absence of leadership from OCIPEP or Health Canada. Again this indicates that there is not a mindset for sustained emergency management at any level.*

James Harlick, the assistant deputy minister responsible for OCIPEP, defined for the Committee in July 2001 OCIPEP's responsibilities to include "awareness and outreach to potential partners in the provinces and territories and the private sector." Given those responsibilities, the Committee finds the responses it received telling and believes it reflects negatively on OCIPEP in a fundamental way.

The results of the survey indicate to the Committee that almost half of the communities that responded don't what OCIPEP is, and of those that know, well over half don't speak favourably about it.


Overall Satisfaction with OCIPEP's Efforts at Leadership and Coordination (%)

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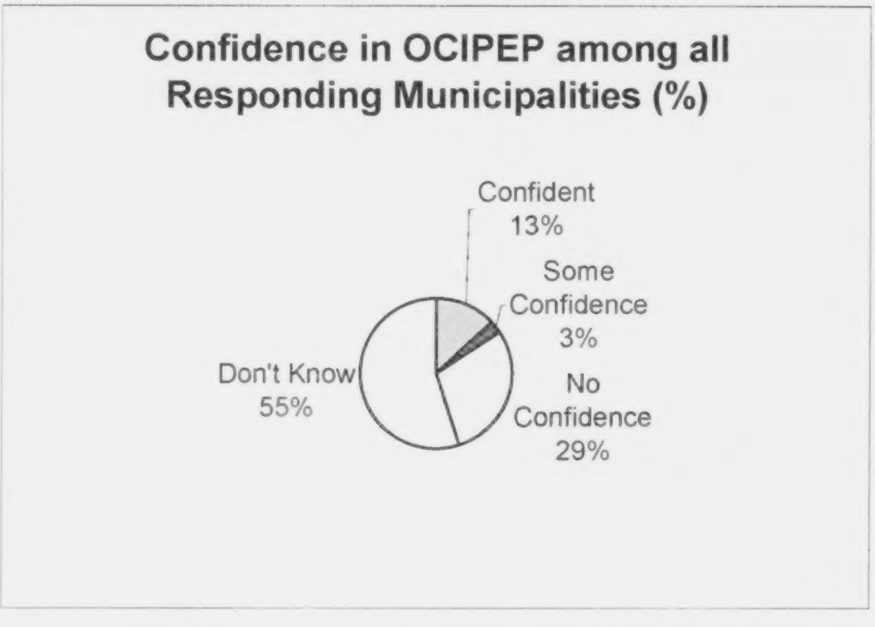
responses) indicate some knowledge of OCIPEP, and 2 of 26 very small communities were satisfied with OCIPEP's leadership and coordination..

Not surprisingly, similar results were received when respondents were asked, "Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency?" 29% of respondents stated that they are not confident, and 55% indicated that they did not know the answer to this question. Only 13% of respondents reported that they are confident that OCIPEP could handle a major disaster or emergency.[120]

The Committee notes what Prime Minister Chrétien said when he initiated OCIPEP's creation just over two years ago: "The protection of Canada's critical infrastructure from the risks of failure or disruption is essential to assuring the health, safety, security and economic well-being of Canadians." The Committee also notes with concern the lack of confidence that communities have expressed in the principal organization dedicated to ensuring that protection.



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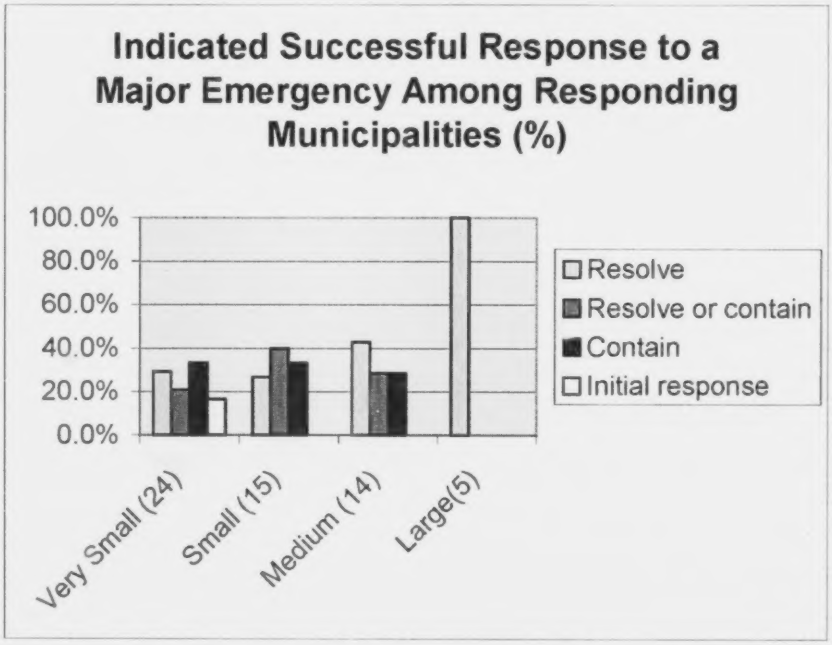
[120] The data in this paragraph relates that out of 69 communities (excluding 17 nonresponses), 20 stated they were not confident, 38 replied they could not know whether or not to be confident and 9 said they were confident in OCIPEP's ability to coordinate a national emergency.

C. Measuring Success

When asked what was considered to be a successful response to an emergency, all those in large municipalities who responded to this question indicated "resolving the crisis". Again, a notable difference exists in the answers depending on the size of the municipality.

Smaller communities have lower expectations of being able to resolve a crisis. Only 29.2% of very small communities stated that resolving the crisis would be a successful response, while 20.8% of respondents answered resolving or containing the crisis, 33.3% responded only containing, and another 16.7% indicated that making an initial response would be their goal.[121]

Results for small and medium size municipalities are reported in graphs below.



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[121] The data in this paragraph relates that 7 out of 28 communities (excluding 8 non-responses) would aim to resolve the crisis, 5 out of 28 would seek to resolve or contain one, 8 out of 28 would seek to contain, and 4 out of 28 would aim to make an initial response.

The Committee notes the difference in expectations and believes that provinces and the federal government must find a way to bring the expectations of small and medium communities up to the same levels as large communities. Basically everyone needs to understand that, if needs be, they can reach out to someone else for help.

D. Identifying the Need for Improved National Coordination

When asked if they desired tighter links with the provincial and federal governments, most respondents indicated that they had such a wish. 80.6% of respondents indicated that they would like to develop closer links with the federal government, and only 19.4% of respondents indicated that they did not.[122]

Often, those who responded that they did not want tighter links also noted that their relationship with their province was adequate and that their links with the federal government were well established through their provincial government.

Those who wanted closer links, however, complained about the existing relationship between the three orders of government and expressed a desire for more direct access to the federal government. One respondent explained that a reliance on traditional federal-provincial-municipal arrangements to prepare for and respond to emergencies has prevented a national approach to emergency management.

As well, 65.2% of respondents indicated they desired tighter links with their provincial government, while 34.8% stated that they did not. The latter often explained that they already had a good working relationship with their provincial government.[123]

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[122] This sentence relates that 50 out of 62 communities (excluding 24 non-responses) said they would desire closer links with the federal government and 12 of 62 said they wouldn't desire closer federal links.

[123] The data in this paragraph relates that 43 of 66 communities (excluding 20 non-responses) responded they desired closer links with the provincial government and 23 of 66 replied they had no such desire.

As the respondent from Toronto summarized:

> *Since response to emergencies begins at the local level, it is imperative that the local voice be heard at the federal and provincial levels because it is the local resources that deliver the services, and operationalize response plans. This is especially pertinent during disaster responses.*
>
> *Since traditional arrangements call for municipalities to be supported by the provincial government, and provinces are supported by the federal government, a situation has been created whereby there is no direct access between the local and federal levels. Reliance on traditional federal-provincial-municipal arrangements to prepare for and respond to emergencies has prevented a national approach to emergency management challenges and emerging initiatives.*

Desire for Tighter Links with Provincial and Federal Governments Among Responding Municipalities[124]

	Very Small	Small	Medium	Large	Overall
Federal					
Yes	75.0%	75.0%	93.3%	85.7%	80.6%
No	25.0%	25.0%	6.7%	14.3%	19.4%
Provincial					
Yes	60.0%	55.6%	81.3%	71.4%	65.2%
No	40.0%	44.4%	18.8%	28.6%	34.8%

The Committee is of the view that a *national* as opposed to a *federal* response is appropriate for emergency preparedness.

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[124] The data in this chart relates 50 out of 62 communities (excluding 24 non-responses) said they would desire closer links with the federal government and 12 of 62 said they wouldn't desire closer federal links; also it relates that 43 of 66 communities (excluding 20 non-responses) responded they desired closer links with the provincial government and 23 of 66 replied they had no such desire.

RECOMMENDATIONS: Chapters 1 to 6

The Committee recommends that:

1. Health Canada develop a national plan to counteract potential outbreaks of the other five micro-organisms, and that it report to Parliament and the public by 31 March 2005 that this is completed. (*Chapter 1, pg 10)*

2. Canada's Minister for Public Safety and Emergency Preparedness negotiate agreements with the governments of Ontario and Quebec to ensure that the citizens of all provinces in Canada have timely access to additional police to deal with any incident designated by provincial authorities to be an emergency. (*Chapter 2, pg 20)*

3. the Canadian Forces enhance their capabilities for their role in national emergencies by:

    a. ensuring that the Regular Forces are equipped and trained to deal with significant emergencies in Canada and that they are involved in regional emergency planning;

    b. expanding the role of the Militia to be a civil defence force capable of quickly aiding local authorities in the event of a national emergency; and

    c. involving the Militia in emergency planning and training in conjunction with municipalities across the country. (*Chapter 2, pg 21)*

4. the focus of the Disaster Assistance Response Team (DART) be changed to domestic disaster assistance, and that to increase its effectiveness all of its personnel should be stationed at a single location. (*Chapter 2, pg 22)*

5. Health Canada overhaul the way it administers and manages the emergency caches it controls, with the aim of more efficiently and effectively aiding first responder agencies to help Canadians across the country. The overhaul should ensure, among other things, that local officials are:

   a. made aware of the locations of any caches in their vicinity;

   b. advised how to access the caches in emergencies;

   c. given a role in determining caches' contents; and

   d. encouraged to include the caches in their planning and training. (*Chapter 2, pgs 24-25)*

6. the federal government provide four additional years of funding ($5 million per year) for the purchase of chemical, biological, radiological and nuclear protection equipment. (*Chapter 2, pg 26)*

7. the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP) structure its "lessons learned" archive so that it is:

   a. up to date and historically deep; and

   b. accessible and helpful to First Responders. (*Chapter 2, pg 33)*

The committee:

8. endorses the recommendations of the National Advisory Committee on SARS and Public Health (the Naylor Committee) and recommends that the government implement them.[125] *(Chapter 3, pg 39)*

9. the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP) negotiate memoranda of understanding between the federal government and the provinces and territories that detail inter-jurisdictional responsibilities for both emergency preparedness and response. *(Chapter 3, pg 40)*

Further to Recommendation 3(b), the Committee recommends that:

10. the Canadian Forces Militia be equipped and trained for emergency preparedness operations. *(Chapter 3, pg 45)*

11. the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP) include the Canadian Forces Militia in the national inventory of emergency preparedness resources, and that first responders receive details on the Militia's assets and capabilities. *(Chapter 3, pg 45)*

The committee recommends that:

12. in order to assure that authorities have the power and the capability to interrupt radio and television broadcasts during emergencies:

   a. the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP) design standards for the establishment of emergency public warning systems for all provinces and territories;

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[125] The Naylor Committee recommendations are attached as an appendix to this report.

b. the Governor in Council, by order, direct the Canadian Radio-television and Telecommunications Commission (CRTC) to introduce such regulations as necessary to ensure that all public and private broadcasters are required to cooperate in the establishment of provincial / territorial and national public warning systems; and

c. a national emergency website with links to provincial and territorial emergency websites be established so that emergency information and instructions can quickly be communicated via the Internet during a national emergency. (*Chapter 4, pg 54)*

13. the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP) encourage the installation of a system like "Reverse 911®" in all municipalities, funding at least a third of the cost, with remaining costs to be divided between the provinces / territorries and municipalities.[126] *(Chapter 4, pg 55)*

14. the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP) enter into negotiations to equip the entire first responder community nationwide in their vicinity with handheld communications devices, with the federal government funding at least a third of the cost, with remaining costs to be divided between the provinces / territories and municipalities. (*Chapter 4, pg 55)*

15. each order of government create the capacity to communicate with its first responders, within itself and with other orders of government. All systems should have wireless back-ups.[127] (*Chapter 4, pg 55)*

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[126] "Reverse 911®" is an example of a community notification system that uses database and geographic information technologies to saturate specific areas with up to 1,000 calls an hour.

[127] Any crisis that involves a loss of electricity rules out some forms of communications.

16. the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP) develop a greater sensitivity to the differing needs of the First Responders in communities across Canada. (*Chapter 4, pg 59)*

17. that relevant legislation be amended so that the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP) is required to:

  a. conduct evaluations to ensure that all federal departments and agencies are able to continue to operate during a crisis, and that their preparedness plans are appropriate in effect;

  b. compile and maintain in cooperation with every municipality in Canada lists of the perceived vulnerabilities, emergency response assets, and shortfalls in assets and capabilities;

  c. hold meetings with provincial / territorial counterparts to discuss the deficiencies revealed as a result of 10b;

  d. conduct national emergency exercises in cooperation with other orders of government and prepare analyses on the "lessons learned";

  e. act as a clearinghouse to assist other orders of government by distributing provincial / territorial and municipal "lessons learned" to other jurisdictions as required. (*Chapter 4, pg 61)*

18. The Committee recommends that:

  a. the Minister for Public Safety and Emergency Preparedness give direction to the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP) to restructure the system so that local concerns and needs form the core of emergency preparedness planning and structures;

b. the Minister ensure that new effective data-sharing protocols and mutual assistance agreements between federal, provincial, territorial and municipal governments be implemented;

c. the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP), in cooperation with municipal emergency response units, provincial and federal governments, and relevant federal departments, develop a set of "best practices" for potential natural and man-made disasters;

d. the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP) ensure that Canadian communities are fully informed about the availability of training programs and other resources to help them prepare to respond to emergencies;

e. the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP) facilitate and finance a peer review system among emergency managers and first responders to ensure that "best practices" are being implemented and to foster greater interoperability;

f. the Minister ensure that all agreements to provide funds to provincial and territorial governments disclose what percentage of those funds will be given to first responders in the municipalities; and

g. the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP) be directed to prepare and publish reports:

  i. a preliminary public report within sixty (60) days of the emergency followed by a formal public report within one year of any national emergency outlining "lessons learned" from the emergency and various responses to it; and

ii. annually to Parliament on all its activities. This report should emphasize the measures that the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP) has taken to upgrade Canada's capacity to respond to national emergencies and the perceived shortfalls between assets and capabilities of first responders. (*Chapter 5, pgs 69-70)*

19. commensurate funding be provided to the larger communities in return for their agreeing to provide regional assistance. (*Chapter 5, pg 73)*

APPENDIX 1:
Questionnaire On Community Preparedness For An Emergency Or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

- A train tanker-car that bursts and spills a hazardous chemical?
- The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?
- A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?
- How large a fire and how severe an earthquake?

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches?

Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

APPENDIX 2:
Cities That Responded

(ALPHABETICALLY)

Airdrie (AB)
Alma (QC)
Barrie (ON)
Belleville (ON)
Brandon (MB)
Brockville (ON)
Calgary (AB)
Cape Breton (NS)
Campbell River (BC)
Charlottetown (PEI)
Chatham-Kent (ON)
Chicoutimi (QC)
Chilliwack (BC)
Clarington (ON)
Colchester (Incl. Truro & Stewiacke) (NS)
Cornwall (ON)
Cowichan Valley (Duncan) (BC)
Drummondville (QC)
Edmonton (AB)
Fredericton (NB)
Gatineau (QC)
Granby (QC)
Grande Prairie (AB)
Guelph (ON)
Halifax (NS)

Halton Hills (ON)
Hamilton (ON)
Joliette (QC)
Kamloops (BC)
Kelowna (BC)
Kitchener (ON)
Langley (BC)
Laval (QC)
Leamington (ON)
Lethbridge (AB)
London (ON)
Longueuil (QC)
Medicine Hat (AB)
Midland (ON)
Milton (ON)
Moncton (NB)
Montréal (QC)
Moose Jaw (SK)
Nanaimo (BC)
Orangeville (ON)
Orillia (ON)
Oshawa (ON)
Ottawa (ON)
Owen Sound (ON)
Parksville (BC)
Penticton (BC)
Peterborough (ON)
Port Alberni (BC)
Port de Sorel (QC)
Prince George (BC)
Red Deer (AB)
Regina (SK)
Saint-Georges (QC)
Saint-Hyacinthe (QC)
Saint-Jean-sur-Richelieu (QC)
Saint-Jérôme (QC)
Saint John (NB)
Salaberry-de-Valleyfield (QC)
Saskatoon (SK)

Sarnia (ON)
Sault Ste. Marie (ON)
Sherbrooke (QC)
St. Catharines (ON)
St. John's (NFLD)
Stratford (ON)
Sudbury (ON)
Thetford Mines (QC)
Thunder Bay (ON)
Trois-Rivières (QC)
Toronto (ON)
Val d'Or (QC)
Vancouver (BC)
Vernon (BC)
Victoria (BC)
Victoriaville (QC)
Windsor (ON)
White Rock (BC)
Winnipeg (MB)
Wood Buffalo (AB)
Woodstock (ON)

(BY PROVINCE)

Alberta

Airdrie
Calgary
Edmonton
Grande Prairie
Lethbridge
Medicine Hat
Red Deer
Wood Buffalo

British Columbia

Campbell River
Chilliwack

Cowichan Valley
Kamloops
Kelowna
Langley
Nanaimo
Parksville
Penticton
Port Alberni
Prince George
Vancouver
Vernon
Victoria
White Rock

Manitoba

Brandon
Winnipeg

New Brunswick

Fredericton
Moncton
Saint John

Newfoundland & Labrador

St. John's

Nova Scotia

Cape Breton
Colchester (Incl. Truro & Stewiacke)
Halifax

Ontario

Barrie
Belleville
Brockville
Chatham-Kent

Clarington
Cornwall
Guelph
Halton Hills
Hamilton
Kitchener
Leamington
London
Midland
Milton
Orangeville
Orillia
Oshawa
Ottawa
Owen Sound
Peterborough
Sarnia
Sault Ste. Marie
St. Catharines
Stratford
Sudbury
Thunder Bay
Toronto
Windsor
Woodstock

Prince Edward Island

Charlottetown

Quebec

Alma
Chicoutimi
Drummondville
Gatineau
Granby
Joliette
Laval
Longueuil

Montréal
Port de Sorel
Saint-Georges
Saint-Hyacinthe
Saint-Jean-sur-Richelieu
Saint-Jérôme
Salaberry-de-Valleyfield
Sherbrooke
Thetford Mines
Trois-Rivières
Val d'Or
Victoriaville

Saskatchewan

Moose Jaw
Regina
Saskatoon

(BY CATEGORIZED SIZE)

Very Small

Airdrie (AB)
Alma (QC)
Brockville (ON)
Campbell River (BC)
Charlottetown (PEI)
Chatham-Kent (ON)
Colchester (Incl. Truro & Stewiacke) (NS)
Cowichan Valley (Duncan) (BC)
Grande Prairie (AB)
Halton Hills (ON)
Joliette (QC)
Leamington (ON)
Midland (ON)
Milton (ON)
Moose Jaw (SK)
Orangeville (ON)

Orillia (ON)
Owen Sound (ON)
Parksville (BC)
Penticton (BC)
Port Alberni (BC)
Port de Sorel (QC)
Saint-Georges (QC)
Saint-Hyacinthe (QC)
Salaberry-de-Valleyfield (QC)
Stratford (ON)
Thetford Mines (QC)
Val d'Or (QC)
Vernon (BC)
Victoriaville (QC)
Wood Buffalo (AB)
Woodstock (ON)

Small

Belleville (ON)
Brandon (MN)
Chilliwack (BC)
Clarington (ON)
Cornwall (ON)
Drummondville (QC)
Fredericton (NB)
Granby (QC)
Kamloops (BC)
Langley (BC)
Lethbridge (AB)
Longueuil (QC)
Medicine Hat (AB)
Moncton (NB)
Nanaimo (BC)
Peterborough (ON)
Prince George (BC)
Red Deer (AB)
Saint-Jean-sur-Richelieu (QC)
Saint-Jérôme (QC)

Saint John (NB)
Sarnia (ON)
Sault Ste. Marie (ON)

Medium

Barrie (ON)
Cape Breton (NS)
Chicoutimi (QC)
Gatineau (QC)
Guelph (ON)
Halifax (NS)
Kitchener (ON)
Kelowna (BC)
Laval (QC)
London (ON)
Oshawa (ON)
Regina (SK)
Saskatoon (SK)
Sherbrooke (QC)
St. Catharines (ON)
St. John's (NFLD)
Sudbury (ON)
Thunder Bay (ON)
Trois-Rivières (QC)
White Rock (BC)
Windsor (ON)
Victoria (BC)

Large

Calgary (AB)
Edmonton (AB)
Hamilton (ON)
Montréal (QC)
Ottawa (ON)
Toronto (ON)
Winnipeg (MN)
Vancouver (BC)

APPENDIX 3:
Cities That Did Not Respond

(ALPHABETICALLY)

Abbotsford (BC)
Beloeil (QC)
Brantford (ON)
Courtenay (BC) (which is part of the Comox Valley Emergency Program)
New Glasgow (NS)
North Bay (ON)
Prince Albert (SK)
Québec (QC)
Rimouski (QC)
Rouyn-Noranda (QC)
St. Thomas (ON)
Sept-Îles (QC)
Shawinigan (QC)
Timmins (ON)

(BY PROVINCE)

British Columbia

Abbotsford
Courtenay (which is part of the Comox Valley Emergency Program)

Ontario

Brantford
North Bay
St. Thomas
Timmins

Québec

Beloeil
Québec
Rimouski
Rouyn-Noranda
Sept-Îles
Shawinigan

Nova Scotia

New Glasgow

Saskatchewan

Prince Albert

(BY CATEGORIZED SIZE)

Very Small

Beloeil (QC)
Courtenay (BC) (which is part of the Comox Valley Emergency Program)
New Glasgow (NS)
Prince Albert (SK)
Rimouski (QC)
Rouyn-Noranda (QC)
St. Thomas (ON)
Sept-Îles (QC)
Shawinigan (QC)
Timmins (ON)

APPENDIX 3:
Cities That Did Not Respond

Small

Brantford (ON)
North Bay (ON)

Medium
Abbotsford (BC)

Large

Québec (QC)

APPENDIX 4:
Who The Committee Heard From

37th Parliament – 1st Session

Bartley, Mr. Alan, Director General, Policy Planning and Readiness, Office of Critical Infrastructure Protection and Emergency Preparedness (July 19, 2001)

Deschamps, Colonel André, Director, Continental Operations, Department of National Defence (May 6, 2002)

Harlick, Mr. James, Assistant Deputy Minister, Office of Critical Infrastructure Protection and Emergency Preparedness (July 19, 2001)

MacDonald, Lieutenant General George, Vice-Chief of the Defence Staff, Department of National Defence (May 6, 2002)

Maddison, Vice-Admiral Greg, Deputy Chief of the Defence Staff, Department of National Defence (May 6, 2002)

O'Bright, Mr. Gary, Director General, Operations, Office of Critical Infrastructure Protection and Emergency Preparedness (July 19, 2001)

Williams, Colonel Richard, Director, Western Hemisphere Policy, Department of National Defence (May 6, 2002)

37th Parliament – Second Session

Atkins, Chief Superintendent Ian, Officer in Charge, Criminal Operations Branch, Royal Canadian Mounted Police (September 23, 2003)

Bax, Ms. Janet, Director General, Programs, Office of Critical Infrastructure Protection and Emergency Preparedness (October 20, 2003)

Beazley, Chief Frank, Halifax Regional Police, Halifax Regional Municipality (September 23, 2003)

Begin, Mr. Robert, Regional Director, Quebec, Office of Critical Infrastructure Protection and Emergency Preparedness (October 27, 2003)

Berthiaume, Mr. Tim, Deputy Fire Chief, Fire Department, City of Windsor (February 10, 2003)

Bildfell, Mr. Brian, Director, Ambulance Services, City of Windsor (February 27, 2003)

Black, Mr. Bob, Director, Office of Emergency Preparedness, City of Edmonton (January 28, 2003)

Blackmore, Mr. David, Director of Building and Property, Emergency Operations Centre Manager, City of St. John's (March 31, 2003)

Brochet, Inspector Pierre, Chief of Operation, Planning Section, Montreal Police Service, City of Montreal (September 26, 2003)

Brodie, Ms. Ingrid, Acting Director, Public Safety Initiatives, Policing and Victim Services Division, Nova Scotia Department of Justice (September 23, 2003)

Bryan, Mr. Robert, Emergency Planning Coordinator, City of Vancouver (January 30, 2003)

Burrell, Mr. Bruce, Assistant Deputy Chief Director, Halifax Regional Fire Service, Halifax Regional Municipality (September 23, 2003)

Caouette, Sergeant Denis, Operational Planning Section, Montreal Police Service, City of Montreal (September 26, 2003)

Clarke, Mr. Shawn, Acting Regional Director, Prince Edward Island, Office of Critical Infrastructure Protection and Emergency Preparedness (October 27, 2003)

Cushman, Dr. Robert, Chief Medical Officer of Health, City of Ottawa (February 3, 2003)

Doge, Ms. Trish, Director, Risk and Emergency Management, City of Vancouver (January 30, 2003)

Fields, Fire Chief Dave, Fire Department, City of Windsor (February 27, 2003)

Fries, Mr. Rudy, Emergency Management Coordinator, London-Middlesex Community, City of London (March 31, 2003)

Gagnon, Mr. Jean-Guy, Deputy Director, Investigations Department, Montreal Police Service, City of Montreal (September 26, 2003)

Grue, Superintendent Tom, Edmonton Police Services, City of Edmonton, (January 28, 2003)

Harlick, Mr. James, Assistant Deputy Minister, Office of Critical Infrastructure Protection and Emergency Preparedness (October 20, 2003) (October 27, 2003)

Heimann, Dr. Alan, Medical Officer of Health, City of Windsor (February 27, 2003)

Hill, Mr. Dave, Chair, Capital Region Emergency Preparedness Partnership, City of Edmonton (January 28, 2003)

Johnston, Chief Cal, Chief of Police, City of Regina (January 27, 2003)

Kloster, Mr. Deryl, General Manager, Emergency Response Department, City of Edmonton (January 28, 2003)

Langelier, Mr. André, Director, Emergency and Protective Services, City of Gatineau (February 3, 2003)

Larrabee, Mr. Bryan, Emergency Social Services Coordinator, Board of Parks and Recreation, City of Vancouver (January 30, 2003)

LePine, Mr. Peter, Inspector, Halifax Detachment, Royal Canadian Mounted Police (September 23, 2003)

Lester, Mr. Michael, Executive Director, Emergency Measures Organization (September 22, 2003)

Lichtenwald, Chief Jack, Regina Fire Department, City of Regina (January 27, 2003)

Luciak, Mr. Ken, Director, Emergency Medical Services, City of Regina (January 27, 2003)

Mandel, Mr. Stephen, Deputy Mayor and Councillor, City of Edmonton (January 28, 2003)

Manuel, Mr. Barry, Emergency Measures Organization Coordinator, Halifax Regional Municipality (September 23, 2003)

Martin, Mr. Ronald, Emergency Planning Coordinator, City of Vancouver (January 30, 2003)

McLellan, Mr. George, Chief Administrative Officer, Halifax Regional Municipality (September 23, 2003)

Michaud, Mr. Jean-Yves, Deputy Director, Administrative Support Directorate, City of Montreal (September 26, 2003)

Niedtner, Inspector Al, Vancouver Police, Emergency Operations and Planning Sector, City of Vancouver, January 30, 2003)

O'Bright, Mr. Gary, Director General, Operations, Office of Critical Infrastructure Protection and Emergency Preparedness (September 22, 2003)

Pasel, Mr. William, Emergency Measures Coordinator, Hamilton Emergency Services Department, City of Hamilton (March 31, 2003)

Pichette, Mr. Pierre Paul, Deputy Director, Operational Management Department, Montreal Police Service, City of Montreal (September 26, 2003)

Quick, Mr. Dave, Co-ordinator, Emergency Planning, City of Regina (January 27, 2003)

Rapanos, Mr. Steve, Chief, Emergency Medical Services, City of Edmonton (January 28, 2003)

Rathwell, Mr. Jacques, Manager, Emergency and Protective Services, City of Gatineau (February 3, 2003)

Reaume, Mr. Al, Assistant Chief of Fire and Rescue Services, Fire Department, City of Windsor (February 27, 2003)

Robertson, Mr. John, Chief Building Inspector, City of Vancouver (January 30, 2003)

Rossell, Inspector Dave, Inspector in charge of Operations-Support Services, Windsor Police Services, City of Windsor, February 27, 2003)

Scott, Dr. Jeff, Provincial Medical Officer of Health (September 23, 2003)

Sigouin, Mr. Michel, Regional Director, Alberta, Office of Critical Infrastructure Protection and Emergency Preparedness (October 27, 2003)

Smith, Mr. Bob, Deputy Chief, Vancouver Fire and Rescue Services, City of Vancouver (January 30, 2003)

Smith, Mr. Doug, Engineering Department, City of Vancouver, January 30, 2003)

St. John, Dr. Ron, Executive Director, Centre for Emergency Preparedness and Response, Health Canada (February 10, 2003)

Tait, Mr. Glen, Chief, Saint John Fire Department, City of Saint John, (March 31, 2003)

Weighill, Mr. Clive, Deputy Chief of Police, City of Regina (January 27, 2003)

Wolsey, Chief Randy, Fire Rescue Services, Emergency Response Department, City of Edmonton (January 28, 2003)

APPENDIX 5:
Exhibits

1. [Briefing notes by Julian Fantino, Chief of Police, Toronto Police Service, May 6, 2002] (Exhibit 5900-1.37/N2-SS-2, 14 "3 ")
2. [Briefing notes for Senate Committee on National Security and Defense by the City of Regina, Regina, January 27, 2003] (Exhibit 5900-2.37/N2-SS-1, 7 "24")
3. [Presentation by Deryl Kloster, General Manager, Emergency Response Department, City of Edmonton, January 28, 2003] (Exhibit 5900-2.37/N2-SS-1, 9 "29")
4. [Presentation by Dr. Robert Cushman, Medical Officer of Health, February 3, 2003] (Exhibit 5900-2.37/N2-SS-1, 9, "30")
5. [Module de la protection des personnes et des biens, ville de Gatineau, February 3, 2003"] (Exhibit 5900-2.37/N2-SS-1, 9, "31")
6. [Canada's Public Health Security by R. St. John] (Exhibit 5900-2.37/N2-SS-1, 10, "33")
7. [Windsor Fire & Rescue Services Windsor, January 27, 2003 – Windsor Police Service – Inspector Dave Rossell – Operational Support Services] (Exhibit 5900-2.37/N2-SS-1, "42")
8. [City of Saint John Fire Department, presented by Glen Tait, Fire Chief, City of Saint John] (Exhibit 5900-2.37/N2-SS-1, 13, "52")
9. [Opening Remarks by David Blackmore, Director of Building & Property Management, City of St. John's & Emergency

Operations Centre Manager] (Exhibit 5900-2.37/N2-SS-1, 13, "53")

10. [Presentation by Rudy Fries, Community Emergency Management Coordinator (CEMC) for the City of London and the nine Municipalities of the County of Middlesex] (Exhibit 5900-2.37/N2-SS-1, 13, "54")

11. [Presentation by William Pasel, Emergency Management Co-ordinator, City of Hamilton] (Exhibit 5900-2.37/N2-SS-1, 13, "55")

12. [Cassette from the City of Hamilton, Emergency Operations by Bill Pasel, Emergency Management Co-ordinator] (Exhibit 5900-2.37/N2-SS-1, "58")

13. [Letter from Major General J.R.P. Daigle, to Senator Colin Kenny, dated April 2003. Re: Follow up to his testimony on March 17, 2003 with additional information concerning the Disaster Assistance Response Team (DART) and the Nuclear, Biological, Chemical Defence Company (NBCD Coy] (Exhibit 5900-2.37/N2-SS-1, "61")

14. [Material provided by the City of London. Meeting of March 31, 2003] (Exhibit 5900-2.37/N2-SS-1, "67")

15. [Halifax Regional Municipality Briefing, September 23,2003] (Exhibit 5900-2.37/N2-SS-1, 22, "111")

16. [Material from Michael McKeage, Emergency Medical Care Inc., September 23, 2003] (Exhibit 5900-2.37/N2-SS-1, 22, "112")

17. [Province of Nova Scotia Presentation, September 23, 2003] (Exhibit 5900-2.37/N2-SS-1, 22, "113")

18. [Material from the Montreal Police Headquarters by Mr. Michel Sarrazin, Montréal September 26,2003] (Exhibit 5900-2.37/N2-SS-1, 24, "129")

19. [Opening Remarks, James E. Harlick, Assistant Deputy Minister, Office of Critical Infrastructure Protection and Emergency

Preparedness, October 20, 2003] (Exhibit 5900-2.37/N2-SS-1, 25, "131")

20. [Opening Remarks by Michel Sigouin, OCIPEP Regional Director, Alberta, Northwest Territories and Nunavut, October 27, 2003] (Exhibit 5900-2.37/N2-SS-1, 25, "133")
21. [Opening Remarks by Robert Bégin, CIPEP Regional Director, Quebec, October 27, 2003] (Exhibit 5900-2.37/N2-SS-1, 25, "134")
22. [Opening Remarks by Shawn Clarke, OCIPEP Acting Regional Director, Prince Edward Island, October 27, 2003] (Exhibit 5900-2.37/N2-SS-1, 25, "135")
23. [Question Taken on Notice, Appearance of Mr. Harlick, ADM (OCIPEP), October 20, 2003] (Exhibit 5900-2.37/N2-SS-1, 25, "136")
24. [Presentation by Dr. Sheela Basrur, Medical Officer of Health, Toronto, October 30, 2003] (Exhibit 5900-2.37/N2-SS-1, 25, "137")
25. [Presentation of City of Toronto, by Barry Gutteridge, Commissioner of Works and Emergency Services, October 30, 2003] (Exhibit 5900-2.37/N2-SS-1, 25, "138")
26. [Presentation of the Ministry of Community Safety and Correctional Services to the Senate Committee on National Security and Defence, Toronto, October 30, 2003] (Exhibit 5900-2.37/N2-SS-1, 26, "139")
27. [A presentation to the Senate Committee reviewing the need for a national security policy for Canada, Emergency Management and the Ontario Provincial Police, Toronto, October 30, 2003] (Exhibit 5900-2.37/N2-SS-1, 26, "140")

APPENDIX 6:

Recommendations of the National Advisory Committee on SARS and Public Health (the Naylor Committee)

Source: http://www.parl.gc.ca/37/2/parlbus/commbus/senate/com-e/SOCI-E/rep-e/repfinnov03part1-e.htm

The Committee recommends that:

CHAPTER TWO:

A new agency, to be called the Health Protection and Promotion Agency (HPPA), be created, and that it be headed by the Chief Health Protection and Promotion Officer of Canada (CHPPO). The HPPA would be a legislated service agency that reports to the federal Minister of Health.

The CHPPO be appointed by the federal Minister of Health and be a health professional.

The Minister also appoint a Health Protection and Promotion Board that would receive regular reports from the CHPPO and function as the Board of the HPPA. The Health Protection and Promotion Board should be chaired by someone other than the CHPPO.

In order to ensure sustained input from the provinces and territories, and to provide the HPPA with the best possible scientific advice, that an Advisory Council be created composed of the Chief Medical

Officers from the provinces and territories. The advisory council should also contribute to working out a comprehensive human resource strategy by the HPPA.

The mandate of the HPPA should include the following:

(a) Work with provincial and territorial authorities to articulate a coherent long-term vision for health protection and promotion in Canada, and develop a plan to realize this vision;

(b) Partner with already existing provincial bodies (such as the B.C. Centre for Disease Control and the Quebec National Institute of Public Health) and help stimulate the development of similar comprehensive initiatives in regions of the country where they do not yet exist;

(c) Ensure that Canada meets all its international health protection obligations;

(d) Enhance disease surveillance and control in Canada;

(e) Direct federal efforts to be prepared for any health emergency and work closely with P/T authorities to ensure that there is adequate capacity in all regions of the country;

(f) Direct federal activity designed to improve all aspects of health protection and promotion infrastructure across the country;

(g) Actively promote the health of Canadians, and, in particular, design and implement a National Chronic Disease Prevention Strategy as well as a National Immunization Program.

A Transitional Health Protection and Promotion Board for the Health Protection and Promotion Agency be struck as quickly as possible, through Order in Council if necessary. The Transitional Health Protection and Promotion Board would be charged with setting up the HPPA. The HHPA should come into being before the end of the current fiscal year (March 31, 2004). It would be authorized to work with Health Canada in order to transfer resources and staff from the current Population and Public Health Branch of Health Canada that would serve as the initial core of the HPPA. The Transitional Health

Protection and Promotion Board would begin the search for appropriate candidates to head the HPPA and would make a recommendation to the Minister in this regard.

CHAPTER THREE:

The federal government should establish, under the aegis of the new Health Protection and Promotion Agency, a Communicable Disease Control Fund, that would be used to assist the provinces and territories in building up their disease surveillance and control capacity. Money from this fund should begin flowing immediately and be directed to preparing for the coming influenza season.

Work should begin immediately on building up existing F/P/T infrastructure with the goal of establishing a comprehensive network that would link disease surveillance and control activities across all jurisdictions.

The new Health Protection and Promotion Agency should make infectious disease surveillance a top priority and work closely with the new F/P/T network to build capacity. It should also work to develop over a longer period a comprehensive, national disease surveillance system.

Urgent efforts should be directed towards reaching memoranda of understanding between the various levels of government on the business procedures and protocols that would allow for greater immediate collaboration on disease surveillance and control.

The federal government take responsibility for deploying federally-employed field epidemiologists to every region of the country, in sufficient numbers so that they can be effectively sent wherever they may be needed to assist in dealing with a health emergency.

The HHPA develop, as a priority, a Memorandum of Understanding with each province and territory on the implementation of a Health Alert System. As a first step, the reporting of infectious disease outbreaks should be agreed on immediately.

Human Resource Development Canada, as part of its human resources sector study of physicians and nurses in Canada, devote specific attention to the current and future needs of health professionals in the field of health protection and promotion.

The federal government take immediate action to encourage the development of on-the-job training programs to assist health professionals in acquiring the necessary skills pertaining to health protection.

The federal government, in collaboration with provincial and territorial governments and in consultation with universities and community colleges, initiate discussions on the creation of a Virtual School of Public Health.

The federal government, in collaboration with provincial and territorial governments, urgently undertake a review of the capacity and protocols needed by public health laboratories to respond effectively and collaboratively to the next serious infectious disease outbreak.

The federal government immediately initiate negotiations with Canada Health Infoway Inc. to set up appropriate information technology to improve both surveillance and communication systems.

The Health Protection and Promotion Agency play a leading role, along with international partners, in the detection of global emerging diseases and outbreaks, including by working to enhance the Global Public Health Intelligence Network.

The Health Protection and Promotion Agency promote greater engagement by Canada internationally in the field of emerging infectious diseases, and, in particular, initiate projects to build capacity for surveillance and outbreak management in developing countries.

The Health Protection and Promotion Agency be the institution responsible for direct communication with the World Health Organization, the US CDC, and other international organizations and jurisdictions. During outbreak situations, the Agency should work to maximize mutual learning by ensuring an effective liaison with international organizations and jurisdictions.

CHAPTER FOUR:

The Health Protection and Promotion Agency, in collaboration with the provinces and territories and in consultation with major stakeholders (including the Chronic Disease Prevention Alliance of Canada) implement a National Chronic Disease Prevention Strategy.

The National Chronic Disease Prevention Strategy build on current initiatives through better integration and coordination.

The Health Protection and Promotion Agency contribute $125 million annually to the National Chronic Disease Prevention Strategy. Funding for the Strategy should be part of the Agency's flow through transfers program designed to strengthen local and regional health protection and promotion capacity.

Specific goals and objectives should be set under the National Chronic Disease Prevention Strategy. The outcomes of the strategy should be evaluated against these goals and objectives on a regular basis and reports of any such evaluation made public.

The federal government, through the Health Protection and Promotion Agency, invest $100 million annually beginning within the next 12 to 18 months for the realization of a National Immunization Program whereby the federal government would purchase agreed-upon new vaccines to meet provincial and territorial needs, support a consolidated information system to track vaccinations and immunization coverage and track Vaccine-Associated Adverse Events through increased funding for surveillance and a mandatory reporting requirement, and provide funding for research on possible long-term adverse effects of vaccines.

CHAPTER FIVE:

Between now and the end of 2004, priority for federal spending on health protection and promotion should be given to the following twelve (12) initiatives:

- The establishment of the Transitional Health Protection and Promotion Board which should eventually lead to the creation of the Health Protection and Promotion Agency (3 months);

- The creation of the Health Protection and Promotion Agency by Order-in-Council before the end of the current fiscal year (4 months);

- The development of directives, guidelines and testing protocols to assist health professionals, hospitals and laboratories in preparation for the next respiratory virus season (3 months);

- Initial investment to facilitate immediate preparedness for a possible return of SARS during the winter season of respiratory illnesses (3 to 6 months);

- Further investment in infectious disease surveillance and control with the view of enhancing surveillance capacity at the local and regional level initially (12 months);

- F/P/T review of the capacity and protocols of public health laboratories to respond effectively and collaboratively to the next serious infectious disease outbreak (12 months);

- Meeting of the F/P/T Conference of Deputy Ministers of Health to initiate discussions on a new network for communicable disease control (3 months);

- As a first step, increasing enrolment in existing university and community college programs in the field of health protection and promotion; then, undertaking the establishment of the Virtual School of Public Health (12 months);

- National Immunization Program (12 months);

- Begin F/P/T negotiations on the creation of the Health Alert System (12 months);

- Initiate negotiations with Canada Health Infoway Inc. to set up appropriate information technology to improve both surveillance and communication systems (12 months);

- Initiate transfer of physical and human resources from the Population and Public Health Branch to the Health Protection and Promotion Agency (12 months).

APPENDIX 7: CBC Radio Broadcast World Report

SOURCE: CBC RADIO **PROGRAM: WORLD REPORT**
DATE: NOVEMBER 14, 2003 **TIME: 06:09**
REFERENCE: 1411doc1 **LENGTH: 1.5 MINUTES**

NEED FOR INTEGRATED COMPUTER SYSTEM TO TRACK DISEASE

JUDY MADDREN (Anchor): This week CBC Radio News is looking back at the lessons learned from the SARS crisis on the anniversary of the first case of SARS in China. Public health planners in Canada complain they still don't have an integrated computer system to help track new outbreaks of disease. Last spring doctors in Ontario had to sort through boxes of paper files to track SARS patients and people in quarantine. Dave Seglands reports.

DAVE SEGLANDS (Reporter): Toronto's Medical Officer of Health says tracking the SARS virus pushed public health workers to the brink.

SHEELA BASRUR (Toronto Medical Officer of Health): It was like trying to count snowflakes in a snowstorm.

SEGLANDS: Dr Sheela Basrur says local health units had no computer links to quickly swap data between communities, and there was no central system to track people in quarantine. No network to share information simultaneously between hospitals, health units and the province.

BASRUR: We did not have the basic infrastructure nor the time and resources to adequately manage the huge amounts of information that he had to both bring in, analyse, interpret and then feed back out.

SEGLANDS: Months later Ontario's Commissioner of Public Safety, Dr. James Young acknowledges there is still no network. There are a few pilot projects in the works to experiment with connecting a few health units with the province and Health Canada.

DR JAMES YOUNG (Ontario Commissioner of Public Safety): We have more now and more pieces of that but do we have a perfect system - no we don't, but we're doing a lot of work and we're looking at various products and looking for seventy five percent solutions sort of idea.

SEGLANDS: The pilot projects aren't slated to be up and running until March, but even then Toronto's Medical Officer of Health says those experiments don't even begin the larger task of also connecting hospitals and laboratories for faster and easier sharing of health information to help deal with the next big outbreak.

Dave Seglands, CBC News, Toronto.

APPENDIX 8:
CBC Radio One Broadcast
The Current

SOURCE: CBC RADIO ONE **PROGRAM: THE CURRENT**
DATE: NOVEMBER 14, 2003 **TIME: 08:41**
REFERENCE: 1411doc2 **LENGTH: 18 Minutes**

INQUIRY HEARS CRITICISMS ABOUT EMERGENCY RESPONSIVENESS DURING THE BC FOREST FIRES

TOM HARRINGTON (HOST): Cool weather has arrived in many parts of British Columbia, but bad memories of the recent forest fires still smoulder in many communities across the province. Seventy homes and businesses were destroyed in the tiny communities of Barriere and Louis Creek. Two-hundred and thirty eight homes burned in Kelowna and evacuations affected 30,000 people. In a moment, angry words in the aftermath. But first, a few sounds from Kelowna when the city was burning.

KELOWNA RESIDENT: Just flames coming down the hill, lots of flames, trees exploding, getting close.

REPORTER: How far do you figure?

KELOWNA RESIDENT: I'd say it's about a kilometre away from our house right now. They say it's farther, but I don't think so. It's burning down the hill so fast one tree explodes, the next tree explodes, the next tree explodes. I'm like, ah, let's go. It looked pretty bad.

KELOWNA RESIDENT: Approximately 7:30 the fire jumped the fireguard. Two places actually. Rimrock Court, Rimrock Road and at Balkara (sp) Estates. But on Rimrock, of course they sent out crews immediately, but they really weren't successful. They figure they've lost ten to twenty homes. They don't know the number yet.

KELOWNA RESIDENT: Living this is a sort of a day at a time. But until we really get a good solid week of rain this is going to be our lifestyle for the next few weeks, at least, yeah.

KELOWNA RESIDENT: Last night was probably the roughest night in Kelowna firefighting history I would say. We got hammered pretty good.

KELOWNA RESIDENT: The first part of our neighbourhood is so beautiful and we're so happy for the people that still have their homes because we have places to go for dinner and coffee. And you know, it's sad we lost mementoes. It's not the couch. It's not the lamp. It's the little things that you remember. But, but it gave us hope about rebuilding and we just realized how those firefighters, I mean what they, what they must have had to deal with up there and I know they tried.

HARRINGTON: A few of the sounds from a fiery August in Kelowna, British Columbia. Now Manitoba's former premier, Gary Filmon, has been brought in to review how the BC Government responded to the forest fire crisis and there is no shortage of heat emerging from hearings now underway. Filmon heard an earful of complaints as his firestorm review team sat down with people in Barriere. Last night he heard more criticism in Kamloops. The CBC's Gary Simons has been attending the fire hearings and he joins me now from our studio in Kelowna. Good morning Gary.

GARY SIMONS (CBC Reporter): Good morning.

HARRINGTON: Thanks for coming in so dark and early, I guess. What complaints have you been hearing right now?

SIMONS: Well, it really has been a litany and for the first time they're sort of coming out in the open rather than this sort of muted criticism we've been hearing since the fire occurred. Just to give you an idea of what happened that day, Barriere is north of Kamloops, which is in the southern Interior of BC. There was a fire burning, but not really out of control. In fact it was mostly out. It was just the mop-up stage. And on the Friday of the fire it, it took up a little bit on Thursday, but on Friday it basically ran all of the firebreaks, went north along a mountain ridge, got down into the valley, took out the village of Louis Creek, destroyed the entire community and also destroyed the Toco Sawmill, moved into the town of Barriere, burned several places there. Now, during that time there were people who did not leave according to the evacuation orders. They actually either stayed there or came back in. And a lot of the complaints we're hearing came from them. And a lot of them concerned communication, poor communication within the structure of the firefighting effort and also with the public, a lack of organization at the top basically saying that, you know, the emergency effort from start to finish in that area was not very good. Also that evacuation orders were not effective. Search and rescue was called out too late to evacuate some people. Some people were not evacuated at all and sort of got out by sheer luck. And also that there was a lack of forest firefighting resources in Barriere at the time it was actually burning.

HARRINGTON: You know Gary during, during this crisis we saw across the country, we saw these firefighters hailed as heroes, the ground crews, the people right there fighting the blaze. What are people saying about the job they did?

SIMONS: Well you know, I think there is still a fair bit of hero worship. A lot of people really admire the forest firefighters who were on the ground. But, as I said, there has always been criticism of the way the job was handled and the way it was planned and executed. And you know, I think that was, that was the difference between Kelowna and Kamloops. There was always quite a bit of criticism in the Kamloops area, not so much in Kelowna. And I think a lot of that has to do with the first hours when the fire moved into Barriere and had already gone through Louis Creek. Louis Creek was lost very quickly, but there was a long battle in Barriere. Now Walt McCurdy is a sort of a, you know, he's sort of a cowboy logger. Everybody up there is either cowboys or loggers. He's both. And he was one of the people who stayed behind to fight the fire. Now according to him, you know, he just didn't see a lot of Forestry crews on the ground at the critical time. It was mostly local contractors and firefighters. Here's what he told the commission.

WALT MCCURDY (Logger): A lot of people assume that the Forestry come in and saved this town and it didn't happen that way. This town would have burnt down if we had waited for the BC Forest Service to control that fire. We got very lucky in that the fire really didn't do anything until noon on Saturday and there was enough locals to kind of hold it. If everybody had evacuated like we were actually asked to do and we had sat and waited for the Forest Service to control the fire it would have burnt this town down. That's my estimation of it. I saw no visible Forestry presence here until roughly noon on Saturday. Barriere itself was saved by locals and they had to run roadblocks to do it. Get back in here, whatever, or stay here by devious means and that shouldn't, shouldn't be.

HARRINTON: Well obviously not a good review from Barriere resident Walt McCurdy. How many people are telling similar kinds of stories Gary?

SIMONS: Well quite a few among people who do contract work, whether it's for logging or whatever. A lot of them said, you know, they were in there and the forestry crews weren't. As a matter of fact, I was in there the same day and I didn't realize that, that actually my arrival didn't, didn't come much after the forestry crews. But in any case, there were a lot of people who said that, said the opposite actually. I mean this fire covered a huge area and it wasn't just in Louis Creek and in Barriere. There was also a huge fire down near Kamloops at the same time. Now Marvin Gonvick was the former fire chief in McClure and he remains a volunteer firefighter. He was also a contract firefighter for Forestry. So he knows his way around fire. Now he, when this occurred he rushed from his home in Kamloops and went to help out in McClure. And he said that the Forestry crews did a great job right from the, right from the get-go.

MARVIN GONVICK (Volunteer Firefighter): It was good. Everybody was on scene right away. We had communication back and forth and from the municipal point, from the fire department that I was involved with, it wasn't long before it was out of our hands because it was out of our jurisdiction by being up the mountain. So then the Forestry had to take over and deal with that aspect and we could only stay back and protect the buildings as the fire worked towards the buildings. I know practically every fire I've been on, and particularly the ones that were near communities, there's always people who second-guess what we did, hindsight being twenty-twenty. A lot of people can look back and say, well, I would have done this and I would have had the fire out. But it doesn't, it just doesn't work that way. The fire has a mind of its own. It has power that, that unless people have been in a fire and faced it, they don't understand the power that that fire has, the speed that things happen. It just, it goes through quick.

SIMONS: Yeah, yeah and nobody got killed.

GONVICK: Amazing. Amazingly lucky. With the way that fire spread, with the way it ran through the communities, it is, we are so lucky that we didn't lose anybody.

HARRINGTON: Lucky indeed, boy. Earlier Gary you mentioned sort of a communication breakdown. What examples of that have you heard about.

SIMONS: That's a long list. I won't give them all to you, but we had every kind of breakdown in communication that you could imagine. And everybody on all sides of this debate, including the people who organized the emergency response, agree that there, there was a communication breakdown and that could have been, you know, a lack of communication with the media, a lack of communication with the public. You know, we had examples where politicians, the mayor, for example, of

Kamloops, they weren't getting any information from the front line and yet they were trying to talk to the public about what was happening. And frequently they were giving out information that just frankly was incorrect and in some cases that created dangerous situations. But also internally there was very poor communication between the different agencies involved in the fire and that created just absolute chaos at times. Al Kirkwood is the fire chief in Barriere and at the time of the fire there he was the one that was dealing with most of the problems. He was the first witness at this hearing and here's what he told Gary Filmon.

AL KIRKWOOD (Fire Chief - Barriere, BC): We get into this. We start fighting the fire. We go at it full force. We're trying to figure out who the boss is. Do answer to (inaudible), do we answer to the Regional District, do we answer to the fire commissioner's office? They have to have a designated person at the top, because at one point in time there I was phoning in, requesting this, requesting that. I got put on hold and says, we're not answering this anymore. It's over into this department. I phone over there and they said, well, I'll phone you back in ten minutes. So half-an-hour later we get the phone call. It just creates turmoil. When you're going at things full force it creates a lot of turmoil. The biggest and first and foremost in everybody's mind was, what happened to my house? What happened to my house? That was the big thing. Everybody wanted to know because they had heard that Barriere had burned down. I instructed some people to do the proper press release to the media. It didn't get done. There was instances that the media was trying to get in. In fact, they did actually sneak in and they did get caught and apprehended by the RCMP.

HARRINTON: The chief says the reporters were sneaking in? What can you tell me about that?

SIMONS: Well I wouldn't call it sneaking. What had happened was Brian Coxford from BCTV had tried to get in at one time and he was apprehended by the RCMP. No charges ever came out of it. But it really goes back to this, this problem when, you know, essentially no information was going to the press and there was a decision made early on that the agencies were not going to release any information about what kind of structural damage was occurring in Barriere and Louis Creek. And they just, you know, it wasn't that they, even if they had had the information, they weren't going to give it to us. Now at the same time residents were desperate to get this information. We had people following us around town saying, you know, please, what happened to my house? So at that time I guess BCTV had tried to get up to Barriere. We did too and we, we actually rented a helicopter when we were unable to get information anywhere else. We flew to Barriere, sorry, to Clearwater, borrowed a truck and then drove back down into Barriere and then that was when we were able to ascertain what was going on. Now that morning though there had been a false story broadcast on other media that Barriere, the entire town, had burned to the ground and that's what led us to rent the helicopter and make our way into Barriere on the Saturday.

HARRINGTON: So Gary Filmon's hearing, some amazing stories and some criticism. What's he, what conclusions do you think he's drawing from what he's heard so far?

SIMONS: Well, right away, I mean it was very obvious in the first hours what themes were starting to emerge. He said that basically to him, the top things were the communication and the organization, the fact that there didn't appear to be anyone at the top of the ladder who was calling all the shots from fire control to evacuations. You know it was all sort of different people doing different things and nobody really knew what everybody else was doing. And of course the communication was a constant problem. We spoke probably about three or four hours into this and he said that he had already reviewed a lot of the material that happened in Kamloops and compared it to what happened in Kelowna where the communication problem really didn't exist. Here's what he told me about his impressions so far.

GARY FILMON (Inquiry Chair): Going through a couple of hundred pages of transcripts of the media coverage and there's a clear difference in terms of the access that media had in the early fires to how it was handled with the daily and almost hourly news bytes that were coming out. From the beginning of the month to the end of the month there was vast differences in how it was handled.

SIMONS: Did you see a difference between the Kamloops fire and the Kelowna fire?

FILMON: Very definitely.

SIMONS: And what were those differences?

FILMON: Well, only from reading the coverage. I'm not hearing it directly from people yet. But the reading of the coverage suggests that there was very limited access and very difficult access in the beginning, to very open access and very open sharing of information from all the various agencies and departments by the time they got to the Kelowna fire.

HARRINGTON: Well Gary, what are you expecting to hear as the review panel moves on to other communities in BC?

SIMONS: Well it's going down to Osoyoos, Penticton and Kelowna and we'll probably hear a different story in those places. There will probably be criticism of what happened in Osoyoos to a certain extent. But in Kelowna there may be some criticism, but here the, the feeling is that generally the emergency was handled pretty well under very difficult circumstances. There probably will be some recommendations that fire crews get more training and more equipment well in advance of a fire. There was a lack of equipment in all of these places before the fires happened. But I think we'll, and we will hear a little bit more about the need for an overarching control mechanism so that we're ready for the next emergency.

HARRINGTON: Gary thanks very much.

SIMONS: You're welcome.

HARRINGTON: Gary Simons, a CBC reporter based in Kelowna. I'm Tom Harrington. This is The Current on CBC Radio One. Well BC communities affected by the forest fires this summer continue to face the aftermath of that disaster. In the Interior town of Barriere there's economic hardship. The fire destroyed the local sawmill, the town's main industry. Anne Jeanyor (sp) sees that hardship every day. She's with the Barriere Food Bank Society. She joins me now from her home. Good morning. Thanks for getting up this morning.

ANNE JEANYOR (Barriere Food Bank Society): Thank you for calling me.

HARRINGTON: And how are people doing in Barriere?

JEANYOR: People are doing, they're recovering. They've got a great spirit. They really want to get back to face reality. But life is hard. No jobs. The spin-off from the fire, the spin-off from the loss of jobs is hitting the community in a great number of ways such as babysitting, you know, the smaller things that people don't realize.

HARRINGTON: And how many people are using the food bank right now?

JEANYOR: Well, I think the best thing to give you is a rundown. In the month of August we served approximately 864 households, which totalled 2,223 people. The month of September it dropped very considerably. It was down to 428 households and a total of 1,089 people. In the month of October it dropped again to 328 households and a total of 730 people.

HARRINGTON: How do you explain that drop?

JEANYOR: People, families having men go out of town to work. People finding resources, I presume, of their own and some are recovering using their, what resources they have to look after themselves.

HARRINGTON: Give us a sense of some of the families you're seeing day to day, what kind of stories you're seeing, the faces out there.

JEANYOR: I think the people – I don't know just how to explain it – but these people are coming because they have to look after their children mainly. The children need to be fed and I think this is it. They're worried about their families. They haven't got an income of enough money to cover what normal living is for them. Normal living for some people is on a lower scale. But you've been making a good amount of money a month, you budget and live according to your money. And suddenly you've got half that money and sometimes not half that money, you haven't got anything to cover the mortgage, the car payments, which are a necessity. Light, heat and food. And don't forget insurance.

HARRINGTON: Right. And you mentioned too that people are going out of town I guess to find work and get jobs. Any sense that people are going to leave permanently and not come back? It's hard to tell. It's really hard to tell because I, some people, the odd family have left their homes and just pulled up and gone. Others, the wives are staying behind with the children because children don't want to be shuffled from place to place to go to school until they know a permanent situation for themselves.

HARRINGTON: Anne what does Barriere need right now, even maybe prioritize it, the number one need right now in the community?

JEANYOR: Our number one need still is food, for one thing. Employment, industry to come in, even smaller industries that'll hire some of these men and women.

HARRINGTON: And what role should the government have in that do you think?

JEANYOR: I think the government should be right behind us. I think the government should be helping us feed our people. We have had no help from the government. You realize that.

HARRINGTON: Give me a sense of that. What do you mean?

JEANYOR: The food bank has had absolutely no help from the government. The Red Cross has spent approximately 200,000 dollars assisting us and that is drying up. They've informed us that this will be probably our last shipment that came in the other day.
HARRINGTON: So what can you do to get more food? What options do you have?

JEANYOR: The North Thompson Relief Fund is going to be assisting us. At the moment they're paying for our warehousing, where we make up all our hampers and then take them to the food bank itself.

HARRINGTON: What kind of a Christmas is it going to be in Barriere?

JEANYOR: A tough one. We're hoping and it looks, you know, we've had some very generous donations for Christmas. But it's not going to cover the whole thing. At the moment, as of last night, we had 172 applications for Christmas hampers.

HARRINGTON: Well I appreciate the work you're doing out there and best of luck to you.

JEANYOR: Well thank you very much.

HARRINGTON: Thanks. Anne Jeanyor is the secretary for the Barriere Food Bank Society in British Columbia.

APPENDIX 9: Biographies of Committee Members

The Honourable NORMAN K. ATKINS, Senator

Senator Atkins was born in Glen Ridge, New Jersey. His family is from Nova Scotia and New Brunswick, where he has spent a great deal of time over the years. He is a graduate of the Appleby College in Oakville, Ontario, and of Acadia University in Wolfville, Nova Scotia, where he studied economics and completed a Bachelor of Arts programme in 1957.

(Senator Atkins subsequently received an Honourary Doctorate in Civil Law in 2000, from Acadia University, his old "alma mater".)

A former President of Camp Associates Advertising Limited, a well-known Toronto-based agency, Senator Atkins has also played an active role within the industry, serving, for instance, as a Director of the Institute of Canadian Advertising in the early 1980's.

Over the years, Senator Atkins has had a long and successful career in the field of communications – as an organizer or participant in a number of important causes and events. For instance, and to name only a few of his many contributions, Senator Atkins has given of his time and energy to Diabetes Canada, the Juvenile Diabetes Foundation, the Dellcrest Children's Centre, the Federated Health

Campaign in Ontario, the Healthpartners Campaign in the Federal Public Service as well as the Chairperson of Camp Trillium-Rainbow Lake Fundraising Campaign.

Senator Atkins was also involved with the Institute for Political Involvement and the Albany Club of Toronto. (It was during his tenure as President in the early 1980's that the Albany Club, a prestigious Toronto private club, and one of the oldest such clubs across the country, opened its membership to women.)

Senator Atkins has a long personal history of political involvement. In particular, and throughout most of the last 50 years or so, he has been very active within the Progressive Conservative Party – at both the national and the provincial levels. Namely, Senator Atkins has held senior organizational responsibility in a number of election campaigns and he has served as an advisor to both the Rt. Hon. Brian Mulroney and the Rt. Hon. Robert L. Stanfield, as well as the Hon. William G. Davis.

Norman K. Atkins was appointed to the Senate of Canada on June 29, 1986. In the years since, he has proven to be an active, interested, and informed Senator. In particular, he has concerned himself with a number of education and poverty issues. As well, he has championed the cause of Canadian merchant navy veterans, seeking for them a more equitable recognition of their wartime service. Senator Atkins served in the United States military from September 1957 to August 1959.

Currently, Senator Atkins is a member of Internal Economy, Budgets and Administration, the National Security and Defence Committee and the Veterans Affairs Subcommittee. He is also the Honourary Chair of the Dalton K. Camp Endowment in Journalism at Saint-Thomas University in Fredericton, New Brunswick and Member of the Advisory Council, Acadia University School of Business.

The Hon. TOMMY BANKS, Senator

Tommy Banks is known to many Canadians as an accomplished and versatile musician and entertainer. He is a recipient of the Juno Award, the Gemini Award and the Grand Prix du Disque.

From 1968 to 1983 he was the host of The Tommy Banks Show on television. He has provided musical direction for the ceremonies of the Commonwealth Games, the World University Games, Expo '86, the XV Olympic Winter Games, various command performances and has performed as guest conductor of symphony orchestras throughout Canada, the United States, and in Europe.

He was founding chairman off the Alberta Foundation for the Performing Arts. He is the recipient of an Honourary Diploma of Music from Grant MacEwen College, and Honourary Doctorate of Laws from the University of Alberta, and of the Sir Frederick Haultain Prize. He is an officer of the Order of Canada, and a Member of the Alberta Order of Excellence.

Tommy Banks was called to the Senate of Canada on 7 April 2000. On 9 May 2001, Senator Tommy Banks was appointed Vice-Chair of the Prime Minister's Caucus Task Force on Urban issues.

He is currently a member of the Committee on National Security and Defence, Chair of the Committee on Energy, the Environment and Natural Resources, and chair of the Alberta Liberal Caucus in the Parliament of Canada.

A Calgary-born lifelong Albertan, he moved to Edmonton in 1949 where he resides with Ida, as do their grown children and their families.

The Honourable JANE CORDY, Senator

An accomplished educator, Jane Cordy also has an extensive record of community involvement.

Senator Cordy earned a Teaching Certificate from the Nova Scotia Teacher's College and a Bachelor of Education from Mount Saint Vincent University.

In 1970, she began her teaching career, which has included stints with the Sydney School Board, the Halifax County School Board, the New Glasgow School Board, and the Halifax Regional School Board.

Senator Cordy has also served as Vice-Chair of the Halifax-Dartmouth Port Development Commission and as Chair of the Board of Referees for the Halifax Region of Human Resources Development Canada.

Senator Cordy has also given generously of her time to numerous voluntary organizations. She has been a Board Member of Phoenix House, a shelter for homeless youth; a Member of the Judging Committee for the Dartmouth Book Awards; and, a volunteer with her church in Dartmouth.

Senator Cordy is a native of Sydney, Nova Scotia.

Currently, she is a Member of the Committee on National Security and Defence and the Committee on Social Affairs, Science and Technology. She is Vice-Chair of the Canadian NATO Parliamentary Association and Vice-Chair of the Canadian Branch of the Commonwealth Parliamentary Association.

The Hon. JOSEPH A. DAY, Senator

Appointed to the Senate by the Rt. Honourable Jean Chrétien, Senator Joseph Day represents the province of New Brunswick and the Senatorial Division of Saint John-Kennebecasis. He has served in the Senate of Canada since October 4, 2001.

He is currently a Member of the following Senate Committees: Agriculture and Forestry; National Security and Defence; the Subcommittee on Veterans Affairs, National Finance and Transport and Communications. Areas of interest and specialization include: science and technology, defence, international trade and human rights issues, and heritage and literacy. He is a member of many Interparliamentary associations including the Canada-China Legislative Association and the Interparliamentary Union. He is also the Chair of the Canada-Mongolia Friendship Group.

A well-known New Brunswick lawyer and engineer, Senator Day has had a successful career as a private practice attorney. His legal interests include Patent and Trademark Law, and intellectual property issues. Called to the bar of New Brunswick, Quebec, and Ontario, he is also certified as a Specialist in Intellectual Property Matters by the Law Society of Upper Canada, and a Fellow of the Intellectual Property Institute of Canada. Most recently (1999-2000) he served as President and CEO of the New Brunswick Forest Products Association. In 1992, he joined J.D. Irving Ltd., a conglomerate with substantial interests in areas including forestry, pulp and paper, and shipbuilding, as legal counsel. Prior to 1992 he practiced with Gowling & Henderson in Kitchener-Waterloo, Ogilvy Renault in Ottawa, and Donald F. Sim, Q.C. in Toronto, where he began his career in 1973.

An active member of the community, Senator Day recently chaired the Foundation, and the Board of the Dr. V.A. Snow Centre Nursing Home, as well as the Board of the Associates of the Provincial Archives of New Brunswick. Among his many other volunteer efforts, he has held positions with the Canadian Bar Association and other professional organizations, and served as National President of both the Alumni Association (1996) and the Foundation (1998-2000) of the Royal Military Colleges Club of Canada.

Senator Day holds a Bachelor of Electrical Engineering from the Royal Military College of Canada, an LL.B from Queen's University, and a Masters of Laws from Osgoode Hall. He is a member of the bars of Ontario, Quebec and New Brunswick.

The Hon. J. MICHAEL FORRESTALL, Senator

The Honourable J. Michael Forrestall was born at Deep Brook, Nova Scotia on September 23, 1932. After an early career as a journalist with the Chronicle Herald and airline executive, he entered politics and was first elected to the House of Commons in the General Election of 1965.

The Honourable J. Michael Forrestall was subsequently re-elected to the House of Commons in 1968, 1972, 1974, 1979, 1980, and 1984. He first became Official Opposition Defence Critic in 1966, and challenged the government of Prime Minister Pearson on the Unification of the Canadian Forces. Senator Forrestall subsequently served as Defence Critic from 1966-1979 and served over that period of time as a member of the House of Commons Standing Committee on National Defence and Veterans Affairs.

From 1979-1984, the Honourable J. Michael Forrestall served as a member or alternate to the North Atlantic Assembly. During that period of time he also served as General Rapporteur of the North Atlantic Assembly's Military Committee and presented the committee report entitled Alliance Security in the 1980's. In November of 1984, Senator Forrestall led the Canadian delegation to the 30th Annual Session of the North Atlantic Assembly.

In 1984, the Honourable J. Michael Forrestall was appointed Parliamentary Secretary to the Minister of Transport, and in 1986, the Minister of Regional Industrial Expansion and the Minister of State for Science and Technology. He was a candidate in the 1988 General Election and defeated. In 1989, Senator Forrestall was appointed to the Board of Directors of Marine Atlantic, and then in 1990, appointed to the Veterans Appeal Board.

On September 27, 1990, the Honourable J. Michael Forrestall was appointed to the Senate of Canada. From 1993-1994 he was a member of the Joint Parliamentary Committee on Canada's Defence Policy and serves to this day as Defence critic in the Senate. Senator Forrestall is currently Deputy Chair of the Senate Standing Committee on National Security and Defence, and a member of the Joint Committee on the Library of Parliament. The Honourable J. Michael Forrestall has, in the past, served as a member of the Senate Special Committee on the Canadian Airborne Regiment in Somalia, Senate Standing Committee on Foreign Affairs, Senate Sub-Committee on Veterans Affairs and Deputy Chair of the Standing Senate Committee on Transport and Communications and Chair of the Special Senate Committee on Transportation Safety and Security.

The Honourable J. Michael Forrestall is currently a member of the NATO Parliamentary Association, Inter-Parliamentary Union, Commonwealth Parliamentary Association, Canada-U.S. Inter-Parliamentary Group and the Royal Canadian Legion.

The Hon. COLIN KENNY, Senator

Career History

Sworn in on June 29th, 1984 representing the Province of Ontario. His early political career began in 1968 as the Executive Director of the Liberal Party in Ontario. From 1970 until 1979 he worked in the Prime Minister's Office as Special Assistant, Director of Operations, Policy Advisor and Assistant Principal Secretary to the Prime Minister, the Right Honourable Pierre Trudeau.

Committee Involvement

During his parliamentary career, Senator Kenny has served on numerous committees. They include the Special Committee on Terrorism and Security (1986-88) and (1989-91), the Special Joint Committee on Canada's Defence Policy (1994), the Standing Committee on Banking Trade and Commerce, the Standing Committee on National Finance, and the Standing Committee on Internal Economy, Budgets and Administration.

He is currently Chair of the Standing Senate Committee on National Security and Defence. The Senator is also currently a member of the Steering Committee of the Standing Senate Committee on Energy, the Environment and Natural Resources.

Defence Matters

Senator Kenny has been elected as Rapporteur for the Defence and Security Committee of the NATO Parliamentary Assembly. Prior to that he was Chair of the NATO Parliamentary Assembly Subcommittee on the Future Security and Defence Capabilities and Vice-Chair of the NATO Parliamentary Assembly Subcommittee on the Future of the Armed Forces.

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Website: http://sen.parl.gc.ca/ckenny

The Hon. MICHAEL A. MEIGHEN, Senator

Appointed to the Senate in 1990, the Honourable Michael Meighen serves on various Senate Standing Committees including Banking Trade and Commerce, National Security and Defence, and chairs the Subcommittee on Veterans Affairs. He has also served on the Special Joint Committee on Canada's Defence Policy and the Special Joint Committee on a Renewed Canada, and the Standing Committee on Fisheries.

In his private career, Senator Meighen practiced litigation and commercial law in Montreal and Toronto. He is Counsel to the law firm Ogilvy Renault, and was Legal Counsel to the Deschênes Commission on War Criminals. He is Chairman of Cundill Funds (Vancouver) and sits on the Board of Directors of Paribas Participations Limited, and J.C. Clark Ltd. (Toronto).

Senator Meighen's present involvement in community service includes the Salvation Army (Chair, Toronto Advisory Committee), Stratford Festival (past Chair), Prostate Cancer Research Foundation, Atlantic Salmon Federation, University of King's College (Chancellor), University of Waterloo Centre for Cultural Management (Chair, Board of Governors), Université Laval, McGill University.

Senator Meighen is a graduate of McGill University and Université Laval and was ordered Honorary Doctorate in Civil Law in 2001 from Mount Allison University. He lives in Toronto with his wife Kelly and their three sons.

The Honourable JIM MUNSON, Senator

Jim Munson is best known to Canadians as a trusted journalist and public affairs specialist. He was nominated twice for a Gemini in recognition of excellence in journalism.

As a journalist, he reported news for close to thirty years, more recently as a television correspondent for the CTV network. During those years he applied his knowledge, his skills and his wit as an acute observer of people and politics to write and deliver compelling television stories and reports from all parts of Canada and around the world for Canadian viewers. He covered national events such as election campaigns and the governments of Pierre Trudeau, Joe Clark and Brian Mulroney, as well as international events such as the Iran-Iraq war, the Gulf War and the Tiananmen Massacre in Beijing on June 4, 1989.

After a brief period of consulting with the Minister of Indian and Northern Affairs, he joined the Prime Minister's Office, first as a Special Communications Advisor before being promoted to Director of Communications.

Jim Munson was called to the Senate of Canada on 10 December 2003, to represent the province of Ontario.

He is currently a member of the Committee on National Security and Defence, Internal Economy, Budgets and Administration, and the Committee on Official Languages.

Born in Woodstock, New Brunswick, Jim Munson and his wife Ginette live in Ottawa with their two sons.

The Hon. DAVID P. SMITH, P.C., Senator

In addition to being a respected lawyer, the Honourable David Smith has a distinguished record of public service.

Senator Smith earned a B.A. in Political Science from Carleton University in 1964 and an LL.B from Queen's University in 1970. He was called to the Bar in Ontario in 1972. During a distinguished career, Senator Smith has become a foremost practitioner of municipal, administrative and regulatory law.

At the time of this appointment, Senator Smith was Chairman and Partner of Fraser Milner Casgrain LLP, one of Canada's oldest and largest law firms. In 1998, with the formation of Fraser Milner, Senator Smith was named the firm's first Chairman. Previously, Senator Smith was Chairman of Fraser & Beatty.

From 1980-84 Senator Smith sat in the House of Commons as Member of Parliament for the riding of Don Valley East, and also served in cabinet as Minister of State (Small Business and Tourism). In 1972, he was elected to Toronto City Council and re-elected in 1974 and again in 1976, and was subsequently appointed President of Toronto City Council and Deputy Mayor of Toronto.

Senator Smith became very active in the Liberal party in the 1960's and held such positions as National President of the Young Liberals, Executive Assistant to Keith Davey who was national Liberal Party director, and executive assistant to the Hon. Walter Gordon and the Hon. John Turner

Senator Smith has lent his time to numerous voluntary and philanthropic organizations. He has sat on the Board of Governors of Exhibition Place, as well as on the boards of the Salvation Army, Toronto General Hospital, Mount Sinai Hospital and George Brown College. He has served as Chairman of the

Retinitis Pigmentosa Foundation and as Vice Chairman of the O'Keefe Centre for the Performing Arts.

Currently, he is a member of the Committee on Legal and Constitutional Affairs, National Security and Defence and the Committee on Rules, Procedures and the Rights of Parliament.

The Hon. JOHN (JACK) WIEBE, Senator

Jack Wiebe is one of Saskatchewan's leading citizens. He has been a highly successful farmer, as well as a member of the Saskatchewan Legislative Assembly.

And in 1994, he became the first farmer to be appointed to the position of Lieutenant Governor of Saskatchewan in almost 50 years.

Senator Wiebe first became known in Saskatchewan as a leader in the farm community. He and his family built a thriving farm in the Main Centre district of the province, and from 1970-85 he was owner and President of L&W Feeders Ltd.

Senator Wiebe has been very involved with the co-operative movement, and has served on the Main Centre Wheat Pool Committee, the Herbert Credit Union, the Herbert Co-op, and the Saskatchewan Co-operative Advisory Board. He has also been active with the Saskatchewan Wheat Pool, and the Saskatchewan Stock Growers Association.

Senator Wiebe was elected in 1971 and 1975 as a Member of the Saskatchewan Legislative Assembly for the constituency of Morse.

He is the past-chair for Saskatchewan on the Canadian Forces Liaison Council.

Senator Wiebe and his wife, Ann, have raised three daughters and have eight grandchildren.

Senator Wiebe resigned from the Senate on January 31, 2004

APPENDIX 10:
Biographies of Committee Secretariat

**CHIEF WARRANT OFFICER (Ret'd)
J.J.L.M. Dessureault, OMM, CD**

Chief Warrant Officer Dessureault was born on 2 November 1945 in Shawinigan, Quebec. He enrolled in the Canadian Army on 26 March 1964. In September of that year, he was posted to the 2nd Battalion Royal 22e Régiment, then stationed at Quebec.

During 37 years, he served with the Regiment in Valcartier, Quebec, in Werl, in Northern Germany and later in Lahr, in Southern Germany. In 1983, he was posted to the College militaire royal de Saint-Jean as Master Warrant Officer of the military drill training section. He was promoted Chief Warrant Officer in 1987 during a tour of duty in Cyprus. In 1990, he was named Regimental Sergeant-Major of the 1st Battalion Royal 22e Régiment and in 1992, deployed to Croatia.

He held the appointments of Chief Warrant Officer Land Force Quebec Area and Land Force Command Chief Warrant Officer before being appointed to the prestigious function of Canadian Forces Chief Warrant Officer in June 1999 until his retirement in July 2001. Since, he joints the Standing Senate Committee on National Security and Defence as Military Advisor.

November 1994, he was decorated Member of the Order of Military Merit and promoted to the rank of Officer of Military Merit in January 2000

Chief Warrant Officer (retired) Dessureault M. is married to Marianne Claassen, who is originally from the Netherlands; they have one daughter, Désirée.

MAJOR-GENERAL (Ret'd) G. Keith MCDONALD

MGen McDonald grew up in Edmonton, attended College Militaire Royal in St. Jean and Royal Military College in Kingston (RMC), graduating in 1966 and being awarded his pilot wings in 1967.

MGen McDonald operationally flew the Tutor, T-33, CF5, CF104 and CF18 aircraft accumulating over 4000 hours of pilot in command throughout his 37-year career in the Air Force, Canadian Forces.

He held staff positions at the Royal Military College, in Baden Soellingen Germany, at National Defence Headquarters in Ottawa and at the North American Aerospace Command in Colorado Springs. Command positions include CF18 Squadron Commander, Base and Wing Commander in Baden Soellingen, Germany.

Major General McDonald ended his military career as the Director of Combat Operations at Headquarters North American Aerospace Defence Command at Colorado Springs, USA.

After leaving the military in 1998, General McDonald served a period of "conflict of interest" prior to joining BMCI Consulting as a Principal Consultant in the Aerospace and Defence Division. He left BMCI in 2002 to set up his own consulting company, KM Aerospace Consulting.

Major General McDonald has a degree in Political and Economic Science (Honours Courses) from the Royal Military College. He has completed Canadian Forces staff school, the Royal Air Force (England) Staff College, the National Security studies course, Post Graduate Courses in Business at Queens University, Electronic Warfare Courses at the University of California Los Angeles, the Law of Armed Conflict at San Remo, Italy, and numerous project management courses.

General McDonald is married to the former Catherine Grunder of Kincardine, Ontario, and they have two grown daughters, Jocelyn and Amy

APPENDIX 10:
Biographies of Committee Secretariat

Dr Grant Dawson

Grant Dawson joined the Parliamentary Research Branch of the Library of Parliament in March 2003. He serves as the Research Officer for the Standing Senate Committee on National Security and Defence.

Dr. Dawson received his Double Honours B.A. (History and English) and M.A. (History) from the University of Manitoba, and his Ph.D. in History from Carleton University, Ottawa. His dissertation is the first critical examination of the Canadian government's decision-making in relation to its contribution of troops to the Somalia peace operations in 1992. Dr. Dawson's academic research interests include Canadian diplomatic and military history, peace history (especially the writings of Jean de Bloch), peacekeeping and peacebuilding. Dr. Dawson has published in the "Journal of Contemporary History" (lead article in January 2002), "International Journal" (Spring 2000), and the 2001 and 2003 editions of the foreign policy essay collection "Canada Among Nations."

Dr. Dawson has lectured for the Royal Military College, Kingston, and was a recipient of a Department of National Defence / Security and Defence Forum Ph.D. Fellowship in 2001-02 and 2002-03.

F. WILLIAM PRICE

F. William Price joined the Parliamentary Research Branch of the Library of Parliament in January 2004. He serves as a Research Officer for the Standing Senate Committee on National Security and Defence.

Mr. Price received a *cum laude* Bachelor of Science Foreign Service in International Politics Security Studies from Georgetown University in Washington, DC, and a Masters of Literature in International Security Studies from the University of St. Andrews in Scotland. At Georgetown, Mr. Price completed a certificate in International Business Diplomacy and co-designed a course on the Idea of Canada in a Globalizing World; also he earned the Learning, Peace and Freedom and Krogh Medals, and was selected to be a speaker at Convocation.

Mr. Price's recent studies have included work on post-positivist international relations theory, military responses to terrorism and the emergence of Private Military Companies in Sierra Leone.

BARBARA REYNOLDS

Barbara Reynolds has worked with Canadian parliamentarians for 30 years in various capacities. Trained as a sociologist, she worked for 10 years as a research officer for the Library of Parliament, assisting committees involved in the area of social affairs. During this time she served for three years as Director of Research for the House of Commons Committee on Disabled Persons that produced the landmark report entitled Obstacles.

An associate of the Parliamentary Centre for 15 years, she organized fact-finding visits for legislators to and from the United States as well as study tours to Canada for legislators from African and Southeast Asian countries. She coordinated professional development programs for legislators and their staff, and wrote guidebooks on the operation of parliamentarians' offices in Ottawa and in their constituencies. In addition, she served as the director of the Parliament, Business and Labour Trust, a program under which legislators spend up to a week with major corporations and trade unions.

From 1985 to 2000 she also served as adviser to the Canadian Group of the Inter-Parliamentary Union, the worldwide organization of legislators that serves as the parliamentary wing of the United Nations.

In April 1998, she joined the Senate Committees Directorate as a Committee Clerk. Her committee assignments have included: Security and Intelligence; Boreal Forest, Fisheries; Transportation Safety; Veterans Affairs; and National Security and Defence. In June 2002, she received the Speaker's Award of Excellence for her work in the Senate.

APPENDIX 11:
Order of Reference

Extract from the *Journals of the Senate* of Friday, February 13, 2004:

> The Honourable Senator Banks moved, seconded by the Honourable Senator Corbin:
>
> **THAT** the Standing Senate Committee on National Security and Defence be authorized to examine and report on the need for a national security policy for Canada. In particular, the Committee shall be authorized to examine:
>
> > (a) the capability of the Department of National Defence to defend and protect the interests, people and territory of Canada and its ability to respond to or prevent a national emergency or attack and the capability of the Department of Public Safety and Emergency Preparedness to carry out its mandate;
> >
> > (b) the working relationships between the various agencies involved in intelligence gathering, and how they collect, coordinate, analyze and disseminate information and how these functions might be enhanced;
> >
> > (c) the mechanisms to review the performance and activities of the various agencies involved in intelligence gathering; and
> >
> > (d) the security of our borders.

THAT the papers and evidence received and taken during the First and Second Sessions of the Thirty-seventh Parliament be referred to the Committee;

THAT the Committee report to the Senate no later than June 30, 2004 and that the Committee retain all powers necessary to publicize the findings of the Committee until July 30, 2004.

The question being put on the motion, it was adopted.

Paul Bélisle

Clerk of the Senate

APPENDIX 12:
Media Inquiries

VERONICA MORRIS

Ms. Morris assumed responsibility for media relations with the Standing Senate Committee on National Security and Defence in June of 2001.

Ms. Morris deals with all day-to-day media inquiries, prepares press releases, logs media coverage, and acts as a liaison for the media during committee trips.

Prior to joining the Committee she worked as a special assistant to the Honourable Colin Kenny. Ms. Morris was educated at Carleton University.

Media inquiries should be sent to: ckres2@sen.parl.gc.ca

Meetings of the Standing Senate Committee on National Security and Defence are open to members of the media. Exceptions include when the Committee is drafting reports, when discussing future business or dealing with personnel matters.

When in Ottawa, Committee hearings are televised on the Cable Public Affairs Channel (CPAC); on the Senate Internet site (audio and video); the Parliamentary TV Network; and the Senate audio network, frequencies (MHz): Floor: 94.7, English: 95.5, French: 95.1.

Those interested in the Committee's activities can subscribe to a mailing list that provides advance notice of meeting times, locations, and witnesses.

Information regarding the Committee can be obtained through its web site:

http://sen-sec.ca

Questions can be directed to:
Toll free: 1-800-267-7362

Or via email:
The Committee Clerk: defence@sen.parl.gc.ca
The Committee Chair: kennyco@sen.parl.gc.ca

Media inquiries should be sent to: ckres2@sen.parl.gc.ca

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National Emergencies:
Canada's Fragile Front Lines

Standing Senate Committee on
National Security and Defence

VOLUME 2

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Introducing the Questionnaire Responses

This appendix contains the 86 responses that the Committee received to an emergency preparedness questionnaire that it distributed to first responders in 100 Canadian municipalities. This was not supposed to be a scientific survey. Rather, the Committee asked open-ended questions in order to give local officials the opportunity to comment freely on their level of preparedness. We believe that a picture of emergency preparedness across Canada emerged from this broad-brush approach.

The questionnaire responses – along with the answers received to the 2 revised questions – are grouped according to the 4 categorized sizes mentioned at the start of the analysis in Chapter 6. These categories are:

Category	***Classification***	***# of replies***
A	*"Very Small" communities of 20,000 to 49,999 people*	*32*
B	*"Small" communities of 50,000 to 99,999 people*	*23*
C	*"Medium" communities of 100,000 to 499,999 people*	*23*
D	*"Large" communities of more than 500,000*	*8*

This categorization was deliberate. For the analysis, it was done to highlight trends that the Committee found in the responses. The Committee maintained this categorization here in the hope that it would spark a dialogue in and amongst communities by allowing them to compare themselves against communities of similar sizes.

The Committee would like to extend its thanks to all those who responded to its questionnaire.

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(There are two volumes of responses to the questionnaire)

Toronto
Ontario

Questionnaire on Community Preparedness for an Emergency or Disaster

Revised July 8, 2003

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

The response to this questionnaire is in accordance with the request from the Standing Committee on National Security and Defence. It should be noted that, in addition to this response, Toronto has made two previous representations before the Committee. The first was a letter dated January 29, 2002, from Dr. Sheela Basrur, Toronto Medical Officer of Health, and the second was an appearance before the Committee during the afternoon sitting on Monday, May 6, 2002, by Julian Fantino, Chief of Toronto Police Service.

My name is Warren Leonard and I am the Manager of the City of Toronto, Office of Emergency Management, Technical Services Division of the Works & Emergency Services Department. I have been directly involved full-time in emergency management in the City of Toronto (and former Metro) for over 15 years, since 1988. I am one of only a handful of Canadians who has been certified as a Certified Emergency Manager (CEM) through the International Association of Emergency Managers, achieved in 1997, and re-certified in 2002.

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

Toronto is a highly urbanized area and has a population of 2.5 million people (5 million in the GTA - Greater Toronto Area). Toronto covers 641 sq. km. and stretches 43 km from east to west and 21 km from north to south at its longest points. The perimeter is approximately 180 km. Population density 3869/km^{2}. 34.8 per cent of the city's area is residential; 7.8 per cent industrial, 2.3 per cent commercial, 7.3 per cent institutional (schools, universities, churches and cemeteries).

Toronto is home to 90% of Canada's foreign banks and 80% of the largest R&D, law, advertising and high-tech firms. Nearly all Canadian banks and financial sector companies have their head office in Toronto. There are 75,000 businesses employing 1.2 million people, which is one sixth of all Canadian jobs.

There are 90 foreign consulates in Toronto. We are home to the 4th largest airport in North America and we operate the 2nd largest transit system in North America handling 450 million passengers each year.

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

The City of Toronto is faced with a variety of risks that could require a mass casualty response, including major industrial land use, an international airport, 3 smaller airports, a port, major highway 401, miles of railway, subway, trans-Canada pipeline, densely populated, major sporting venues with capacities exceeding 50,000, high-rise residential and office towers, tourist attractions, etc.

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

There are emergencies every day in Toronto. (See 2.3 answered below for the legal definition of an emergency in Ontario) Events that might be considered an emergency in other jurisdictions occur with some frequency in Toronto, however the resource base of a large urban centre enables frequent emergencies to be handles routinely. However, the surge capacity for events that go beyond 'routine' operations can seriously stress our resources, personnel, equipment, and systems.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

Natural Events - severe weather, floods, blizzards, tornadoes, food or human health emergencies

Human-Caused Events & Accidental Hazards - incidents that accidentally or intentionally do harm to public safety and security, civil disorder, bomb threats, improvised explosive devices and improvised dispersal devices. Chemical, biological, radiological and/or nuclear agents may be used on their own, or in combination with these devices.

Technological & Infrastructure Disruptions - incidents involving hazardous materials, utility and power failures, transportation accidents, aircraft crashes, water supply failures, building or structural collapse, critical resource shortages, or computer-related incidents

Nuclear - Although construction and operation of nuclear power plants are closely monitored and regulated, an accident, though unlikely, is possible at the Pickering Nuclear Generating Station.

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

As Canada's largest municipality, Toronto is a potential target for terrorism, over an above the threats outlined above in 2.1. While we recognize the level of professionalism that exists among our first responders, the training and equipment is primarily focused on the routine delivery of emergency services known to be required in a large urban centre. Surge capacity on a variety of levels (personnel, equipment, systems, facilities, etc.) is a serious concern.

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A major emergency is determined by its impact on the municipality, and the extent to which existing resources are depleted. The legal definition is found in the Ontario Emergency Management Act ("a situation or impending situation, caused by the forces of nature, an accident, an intentional act or otherwise that constitutes a danger of major proportions to life or property"). Similar to the question being posed here, the interpretative word in 'major' and needs to be assessed on a per-event basis.

In more practical and concrete terms, a municipal emergency can be identified as an event that is beyond the capacity and/or ability of the municipal resources to respond.

A train tanker-car that bursts and spills a hazardous chemical?

Depending upon the product, the amount and the location, this may be considered a major emergency, however, Toronto experiences daily hazmat calls and we do not declare an emergency, if it does not overtax our resources. The size and scope issue applies here.

The release into the local water supply or airspace of enough infectious biological agents to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?
25 illnesses per day due to an act of terrorism would be a major emergency. 100 illnesses per day due to an intentional act of terrorism would be a major emergency. As we have seen with the SARS outbreak, the entire health care system is stressed beyond its surge capacity in such events. Specifically at the

municipal level, the public health resources required to investigate, make patient contact, track the illness, etc. is where our system would be strained.

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

1000 persons displaced from their homes for a long-period of time would pose a major emergency, however whether an emergency is declared would be assessed at the time, based on our ability to provide mass care.

How large a fire and how severe an earthquake?

Criteria, such as being requested for here has not been determined because of the large number of variables that have a direct affect, e.g., time of year, location, number of people affected, economic impact, other resource stresses, etc. etc. The determination can only be made at the time based on the totality of the event.

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

Toronto has a long history of emergency management activities, including plans, exercises, training, speciality teams, etc. Emergency management is a cyclic process, whereby plans, training, exercises, speciality teams, risks, etc. are continually being reviewed, revised and improved. While there is an element of readiness, we must be vigilant in our efforts to increase our hazard identification, risk assessment, mitigation measures, preparedness activities, response operations and recovery efforts.

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

In addition to our locally funded initiative to develop a properly trained and equipped Joint CBRN response team, we support the findings of the January 1999 report of the Special Senate Committee on Security and Intelligence, which recommends that the federal government:

support the training of first responders across Canada to identify and respond appropriately to a nuclear, biological or chemical attack;
ensure that first responders receive the protective and diagnostic equipment they require to respond appropriately to such an attack;

establish a national inventory of equipment and other assets available throughout the country to respond to a nuclear, biological or chemical attack;
conduct regular joint training exercises among staff from the DND, the RCMP and first responders throughout the country; and
encourage the proliferation of training and equipping of first responders on the National Capital model or some enhanced version.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

Toronto has money, people and equipment commensurate with our size based on the delivery of services we provide to 2.5 million people on a regular basis. Some backup personnel and equipment is available, depending upon skills required, and equipment needed. There is no 'cache' of personnel kept in reserve for emergencies, and the only 'cache' of equipment kept in reserve for emergencies is related to speciality teams such as HUSAR. All other equipment is operationally deployed.

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

It depends upon a variety of variables, such as; nature of the emergency, number of people affected, how they are affected, what their needs are, time of year, number of sites, etc. Surrounding municipal regional assistance could arrive fairly shortly due to the close proximity of our neighbouring regions, dependent upon availability, unless they too are affected by the emergency.

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

Toronto has recognized the need for, and is moving towards a more unified communications structure within the emergency services. We also recognize that this can always be improved for disaster applications when normal business connections are severely stressed. We constantly strive to strike a balance between the needs required for daily operations vs. costs expended for exclusively disaster related resources.

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

Yes, with the request and cooperation of the media, but not unilaterally.

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

YES, particularly at the federal level. Since response to emergencies begins at the local level, it is imperative that the local voice be heard at federal and provincial levels because it is the local resources that deliver the services, and operationalize response plans. This is especially pertinent during disaster response.

Since traditional arrangements call for municipalities to be supported by the provincial government, and provinces are supported by the federal government, a situation has been created whereby there is no direct access between the local and federal level. Reliance on traditional federal-provincial-municipal arrangements to prepare for and respond to emergencies has prevented a national approach to emergency management challenges and emerging initiatives.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

Building upon existing communications programs already in place (e.g., West Nile Virus, Y2K preparedness, etc), the public is being educated through existing media (pamphlets, Internet) on personal preparedness. These costs are all being borne by the municipality.

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

Some, depending upon the emergency and the supplies. Generally, at the local level we don't have the luxury of purchasing equipment for stockpile. Rather, our stores are related to on-going operational needs, with provision to increase supplies as warranted.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

Response to an emergency begins with the local municipal resources, federal support of those resources should be the priority during an emergency.

Streamlining the linkages between the federal and local municipalities will greatly assist this process.

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

No. There are 2.5 million Canadians living in the City of Toronto, and over 5 million in the GTA. Training and exercising emergency plans requires the appropriate staff and support resources to coordinate the plans, deliver the training and produce worthwhile exercises.

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

As noted above, response to an emergency takes place at the local level. Municipalities are the ones who operationalize plans and deliver the emergency response to the public. We plan for a 72 hour and beyond time period where we will be on our own. Provincial delivery of front-line emergency services is extremely limited. Federal assets are largely unknown at the local level, and, as already noted, we are constrained by the traditional arrangements between federal-provincial-municipal relationships. We have experienced first hand during the SARS response, that an emergency of sufficient magnitude to be considered a disaster is beyond the ability of the local municipality to cover the costs without provincial and federal assistance.

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

Yes. However, we are constrained by standard federal-provincial-municipal arrangements that prevents direct federal-municipal interaction.

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

Yes, JEPP is the main funding request process. However, the JEPP process is completely out-of-sync with local budgeting and spending cycles. It is extremely awkward to work within, and hampers our emergency preparedness financing. This problem has been repeatedly expressed to provincial and federal officials over the years.

Several provincial and federal budget announcements for enhanced emergency preparedness have been made over the last 18 months, but for the most part, they pertain to provincial and federal programs. Municipal first responders do not have access to sufficient resources, training, equipment or personnel to ensure they are able to respond appropriately to an emergency or terrorist attack.

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

OCIPEP should be developing national standards on emergency management issues, equipment interoperability for speciality teams (e.g., HUSAR, CBRN). In particular, OCIPEP should actively seek local input to their projects. It is at the local level where the services are delivered. It is at the local level that emergency response is first operationalized. Policy and managerial oversight is not what is needed by municipalities during a crisis.

From a local perspective, we look to the federal government to support municipalities in terms of training, equipment and other assets necessary to ensure they are able to identify risks, prepare plans, have sufficient properly trained personnel with necessary equipment to protect the health, safety and welfare of the public we serve, the public that depends on us, the public that expects us to.

Since traditional arrangements call for municipalities to be supported by the provincial government, and provinces are supported by the federal government, a situation has been created whereby there is no direct access between the local and federal level. Reliance on traditional federal-provincial-municipal arrangements to prepare for and respond to emergencies has prevented a national approach to emergency management challenges and emerging initiatives.

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

Despite local first responders being first on scene, rescuing, evacuating, acting as Incident Commanders, media spokespersons, etc., in short, delivering all emergency response, municipalities tend to be marginalized in federal emergency planning, which occurs in concert with provinces and territories. There is a gap between federal, provincial and municipal emergency management initiatives, resulting in a reduced collective ability to prepare for a major emergency, especially in large urban centres such as Toronto. Information sharing across and between the various governments remains very limited.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given

procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

Not personally, but through Toronto Public Health.

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

Not directly, but the structure of our plan is such that intelligence and other law enforcement linkages are part of the Toronto Police responsibilities. Recognition that intelligence needs to be more widely shared is clear. Intelligence information should be disseminated through an 'accreditation' process (e.g., Confidential, Secret, Top Secret) extended to the local level, where the impact of the risks are, and more importantly, where the response takes place. Law enforcement is not the only group that needs intelligence information.

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

It is necessarily linked through the provincial authorities who have made is very clear, municipalities are not allowed to access federal level resources directly. During an emergency, this process needs to be streamlined, and therefore linkages need to be made earlier during the planning process.

Toronto
Ontario
(Revised)

Questionnaire on Community Preparedness for an Emergency or Disaster

3.4 (a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).

No

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-related updates or instructions?

Toronto is one of the most media saturated markets in North America. When a major event occurs in Toronto it is well communicated through the media in all forms. There is no single system that will notify all people effectively accounting for the four long-standing, problematic variables of public alerting, i.e., **Inside/Outside, Daytime/Nightime**. However, multiple systems will increase the likelihood of alerting a greater number of people, and therefore Toronto would benefit from the system described above.

(a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it?

The services provided by municipalities are very different than those provided by the provincial government. When we need help in an emergency, it is often in the way of front-line operational assistance. Often this type of support is not readily available from the Province.

(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it?
It has been our experience that the City of Toronto is better positioned to provided key services direct to the public. In an emergency, the City needs

assistance in terms of front-line operational support (people, equipment, vehicles, etc.) working under the direction of the municipal responders (emergency services, public health, building inspectors, works, etc.). The size and scope of the event will determine how much help is required. It has been our experience that this kind of resource does not exist at the provincial level in ways we can effectively utilize during an emergency.

Montreal
Quebec

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip over any statement that does not apply.

1. Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

I have been the director of the City of Montreal's Emergency Preparedness Centre (EPC) since the January 2002 mergers and I was already director of this same Centre in 1991, under the jurisdiction of the Montreal Urban Community (MUC). In the MUC era, the Centre provided overall coordination for the 28 municipalities composing its territory. These municipalities were in immediate charge of co-ordinating their own emergency measures. The City of Montreal now provides first-line coordination for central services as well as for its 27 boroughs.

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

The City of Montreal is composed almost entirely of a very dense urban fabric. Its negligible agricultural activities are all located in the west end of the City. The City 's 49,600 hectares or 496 kilometres are home to 1.8 million inhabitants. There are 3,629 inhabitants per square kilometre.

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

The City of Montreal's industrial sector counts about 3,000 large, midsized, and small firms. More than 180 of these firms process, produce, or store hazardous materials which, in the event of a major industrial accident, would threaten the health or life of citizens living in their vicinity. Montreal East's industrial sector, with its petrochemical industries, must be a major focus of public security prevention and preparedness.

The City also has an international airport, a major port, and several train yards—one of which is a hub for shipping between east and west Canada and between Canada and the United States.

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

The torrential rains on July 14, 1987

Storms poured down 59 to 181 mm of rain in four hours, between 1 p.m. and 5 p.m.
The storms were accompanied by strong winds
Two persons lost their life.
Total damages of $40 M (1987) and damages of $13.3 paid out to victims.
Numerous local floods, notably in viaducts and sunken streets or roads, including the Décarie expressway.
Numerous trees uprooted; 400 vehicles abandoned on highways; metro shutdowns lasting from 4 hours to 2 days, depending on the lines.
350,000 homes without electricity for several hours and several for up to four days; 40, 000 homes were flooded.
Business activities disrupted or shut down.

The ice storm from the 5th to the 9th of January 1998

The ice storm ravaged an area stretching from Lake Ontario to the Bay of Fundy ; it hit Ontario, Quebec, New York state, New England, and the Maritimes.
Almost the whole territory of the then existing Montreal Urban Community (equivalent to the current City of Montreal) was struck by the storm.
The storm struck in three successive episodes of freezing rain, totalling more than 80 mm in Montreal.
At the height of the storm, 300, 000 to 1,400, 000 citizens suffered major power failures.
On the 9th of January, the production of potable water was shut down for more than eight hours.
Major damage to essential infrastructures occurred.
Total shutdown of downtown core: shutdown of all socio-economic activity.
The Canadian armed forces were mobilized in Montreal for a few days.
Shelters to house 30, 000 people were opened and a maximum of 12,000 would be used.
Number of days the Emergency Co-ordination Centre operated; 8 days.
Number of work days lost by firms and institutions: 4 to 5 days.
Lives lost: 5 deaths.
138,000 trees damaged: two-thirds of the City's total.
Total costs of the ice storm in Quebec: $3 billion.

2. What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

Here is a brief extract from Montreal's Emergency Preparedness Policy which describes the risks existing on the territory of the City.

"Risk management aims at reducing the City's vulnerability to dangers threatening it. It takes different forms, depending on the categories of risks (...)

2.1.1 There are three categories of natural risks:

Risk of climatic disorders
Risk of earthquake
Risk of major floods

The natural risks most likely to strike the City must be identified, analyzed, evaluated, and managed at three levels: by Quebec, by the Greater Metropolitan Region of Montreal, and by the City of Montreal itself. Risks of natural disasters pose such potentially widespread effects and entail such tremendous research needs that the City cannot assume the responsibility of documenting these risks alone. It can however act as a partner with higher levels of government, universities, or other research bodies. Once the natural risks have been identified and analyzed, the City will be better equipped to mitigate their effects and manage their consequences.

2.1.2 There are four categories of technological risks:

Risk of major industrial accidents at a fixed site
Risks linked to the transportation of hazardous materials
Risks linked to passenger travel (planes, trains, metro, buses)
New risks posed by more recent technologies such as IT, biotechnologies, nuclear power, etc.

The City's interface with high-risk installations will be managed based on theprinciple of joint city-industry planning. Such planning can either take placeon a citywide basis or at the level of one or more boroughs. The model using mixed city-industry committees already has a proven track record at the City level and this model must be applied wherever justified by the location of high-risk installations on the City's territory. The obligation to declare risks stipulated in the Act Respecting the Protection of Persons and Property in the Event of a Disaster can be incorporated in this model or else enforced through by-laws.

2.1.3 Biological risks , such as epidemics, pandemics, highly contagious viruses:

Managing this type of risk is the responsibility of the Public Health Department of the Montreal Centre Régie régionale de la Santé et des services sociaux and of its network of establishments. The Public Health Department is expected to inform the City of any risk whose impact would be catastrophic for the population, so that the appropriate city departments can provide the support required. Public health authorities are also expected to play the leadership role in dialoguing with the relevant external agents.

2.1.4 Risks of social unrest, such as terrorism, sabotage, riots, hostage taking, massacres. widespread looting, etc.:

Terrorism and other such incidents are considered criminal acts and, as such, fall under police jurisdiction. Managing the consequences of such acts is a matter of public security. For this, two parallel command structures come into play.

One of these structures—composed of the City's police force, the government of Quebec, and even the government of Canada— will handle the criminal aspect of such acts. In parallel, the civil security structure of the City of Montreal and the Quebec government will step in to provide co-ordination between all the levels involved. As concerns the co-ordination of those handling the consequences of such events, the City's emergency preparedness co-ordinator will assume this task at the City level and will appoint a site manager from the Police Department to co-ordinate those working at the site.

2.1.5 Risks to essential infrastructures (possibly caused by one of the above-mentioned incidents) are:

Major power failures
Major failure of water purification system
Lack of adequate gas and fuel supplies
Failure of communication systems
Failure of computer systems
Major shortages in the food chain
Disruptions in transportation networks

A consultation group composed of essential-services representatives will be set up to prevent risks to essential services, to reduce their vulnerability, to ensure their best protection, and to manage the interfaces critical to the life and safety of citizens.

2.1.6 Risks to heritage sites (architectural, natural, objects, and archives:

The City must pay special attention to the management of risks to heritage treasures, in collaboration with heritage organizations and with the institutions to which such treasures belong. The City must ensure that the cultural heritage entrusted to its care is adequately protected, especially thearchives which record the history and memory of institutions and ensure the proper management of public and private affairs. This concern will be progressively reflected in the plans drawn up to respond to emergencies and to ensure the continuity of the City's departments and boroughs.

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

The City of Montreal has drawn up an Emergency Preparedness Plan which is divided into three parts:

The central module which describes the city's public security structure, its strategic coordination process, and its tactical and operational co-ordination on the ground.

Specific emergency-response plans designed to direct the various operations of central departments.

Emergency-response plans for the 27 boroughs, touching on communications. aid for victims, and public works.

Given the merger of 28 municipalities and of the MUC into the new City of Montreal, the current plan is considered only temporary. It will soon be officially adopted by City Council.

2.3 For your community, what is a major emergency? Would any of these examples qualify?

- ***A train tanker-car that bursts and spills a hazardous chemical?***
- ***The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days?***
- ***How about 100 people a day for 7 days?***
- ***A flood that causes the evacuation of 100 people?***
- ***How about 1, 000? How about 10, 000?***
- ***How large a fire and how severe an earthquake?***

All these examples are more than plausible, if we refer to the response to question 2.1 above.

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

The City of Montreal can call on massive resources should a major disaster occur on its territory. It has a well-structured organization headed by an Emergency Preparedness Committee; it has 31,000 employees at its service ,and a third of them could be mobilized in response to a major disaster. Not to mention the resources the City's partners would contribute.

The City has all the equipment it needs and all the agreements required to gain access to any equipment it might lack.

2.5 *For your community, what would be a successful response to a major emergency: Resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?*

The scenario "Hanging on until provincial or federal help arrives" would only arise if there were a catastrophe causing mass destruction, such as a major earthquake. Not that this is impossible. But, in that event, the resources of higher levels of government would plausibly be overwhelmed themselves, since a disaster of such proportions would certainly affect a much larger territory than just that of the City of Montreal.

The future state of preparedness sought by the City should take this eventuality into consideration. In all other cases, the City will be able to hold its own and manage the crisis quite well.

However, some provincial and federal agencies with exclusive powers may be called upon to play back-up roles at the onset of a catastrophe; they would then be treated as the City's partners and not as envoys of higher governments. Examples: Environment Canada, Environment Quebec, Montreal Public Health Department.

2.6 *Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?*

The City of Montreal is willing to join in any national or provincial plan designed to co-ordinate any activities in these domains where causes and consequences go beyond the municipal level. This is already the situation in the case of terrorism.

It would be more appropriate to speak of joint planning rather than of ad hoc assistance. Though there is no reason to exclude the eventuality of such ad hoc assistance, it must be only a last resort. This is to avoid the additional confusion unplanned assistance from outside can create in a city as complex as Montreal.

The intervention of the Canadian armed forces during the 1998 ice storm is one example which, in the sense just described, should not be repeated. In the future, it would be preferable if any help from the armed forces were planned jointly. And it won't do for military leaders to refuse such joint planning by hiding behind their inability to guarantee their services. Such planning is not about guaranteeing services, but it is about guaranteeing that any services provided will be more appropriate and better orchestrated.

3. Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

The City of Montreal's financial, human, and material resources are impressive; its equipment is in keeping with a budget of $3.6 billion and human resources numbering 31,000 employees. The City can thus count on abundant reserves and back-up, especially when the resources of its contractual suppliers are taken into account.

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

What might force the City to tum to either planned or ad hoc outside resources is not so much a question of timing as a matter of obtaining certain specialized resources it might not have on hand.

In the event of mass destruction, the City would obviously have to call on the government of Quebec which might in turn have to call in the federal government.

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

The planning and preparedness efforts of the cities in the Greater Montreal Region could be co-ordinated by a regional structure at the level of the Montreal Metropolitan Community (MMC). As things now stand, the MMC does not have the competence to assume this role. By default, this role could be played by the Montreal-Laval-Laurentides-Lanaudière Regional Public Security Department of Quebec's Public Security Ministry, but this would not cover Montreal's South Shore which comes under another regional jurisdiction.

No public security co-ordinating structure has as yet been established for Greater Montreal in response to the Quebec government's municipal reform and the new Act Respecting the Protection of Persons and of Property in the Event of a Disaster. Judging from the deafness to demands on this subject, it has not been a priority, nor even a concern. That being said, the lack of such a structure is not a recipe for disaster for Montreal, when the impressive resources at its disposal are taken into account.

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

The City cannot interrupt television and radio broadcasts in order to transmit alerts and instructions in the event of major disasters. This is regrettable, for it would be an extraordinary, though not perfect, means of reaching the population: people are not always tuned into television or radio and, in the event of power failures, this means would be useless. However, despite such limitations, no means should be overlooked in the all-out effort to protect life and health in the case of a major disaster.

Attempts have already been made to obtain the authorization to set up such a television-radio alert system, but the CRTC did not approve the project presented at the time.

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

Over the years, the City of Montreal has developed and maintained very tight and fruitful links with several bodies of the Quebec and federal levels of government. We have successfully gotten around administrative red tape to gain access to the resources most relevant to the City's needs.

Reciprocal communication links have been developed with the Canadian armed forces. However, exchange of information does not suffice in itself. There must also be joint planning. The armed forces are not yet willing to accept this, despite a growing openness to "civilians" as they sometimes condescendingly say.

This being said, we keep in mind that , on a human level, the City of Montreal maintains excellent relations with representatives of the armed forces .

4. Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e. homeowners, automobile operators and businesses) to help them prepare for an emergency?

Folders are available at certain strategic locations in the City ; an Internet site gives full information on risks; an information campaign is now underway in

Montreal East's petrochemical industrial sector, in view of warning the population of major risks and of preparing it for a possible siren alert in the event of a major industrial accident.

A three-day preparedness program designed to make citizens self-reliant in an emergency is now being developed and will be introduced in 2004, notably as part of the communications project on risks in Montreal East.

The program meets one of the major objectives of the City of Montreal's Emergency Preparedness Policy.

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes X No. Could you elaborate?

Supplies for an intake unit for the wounded (URB: Unité de rassemblement des blessés) are now being warehoused on the City's behalf in the Saint-Laurent borough. This URB is headed by the Montreal-Centre Régie régionale de la Santé et des Services sociaux and supplied by Health Canada.

Approximately 55,000 cots warehoused in the Mont-Royal borough are available for use in the whole of the City and Quebec. The warehouse is run by the Quebec Division of the Canadian Red Cross.

Items of used and reconditioned furniture are warehoused by SOS (Services aux sinistrés: Assistance to Victims); distribution of these items is controlled by an agreement with the Red Cross.

Many of the boroughs' contractual suppliers are capable of supplying necessities to disaster victims.

5. How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal governments most immediate priorities?

The federal government should make its Joint Emergency Preparedness Program (JEPP) more flexible, so that it is more accessible and less encumbered by administrative red tape. This program should notably arrange to pay subsidies a priori rather than as reimbursements on bills submitted by the City.

The distribution of available funds among the provinces should be reviewed so as to ensure greater equity.

The Heavy Urban Search and Rescue (HUSAR) program should have funds to cover not only equipment but also operational costs, in as much as the HUSAR unit is meant to serve all the cities of Quebec and Canada. The federal and provincial governments should cover 75% of equipment and operational costs; the City of Montreal would then assume residual costs.

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

How can the City be satisfied, since it has received only indirect credits for training and test exercise? The flexibility advocated for the JEPP in response to question 5.1 should free up funding for training and test exercises.

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

The new Act Respecting the Protection of Persons and Property in the Event of Disaster provides a reference framework for financial assistance. In the past, such assistance was the subject of ad hoc decrees adapted to each disaster. As a rule, the federal government reimburses the major part of the funds granted by Quebec.

Quebec has always been quite quick to respond with immediate bail-out but very slow to step in with assistance for major damage. The assistance provided did not adequately cover economic losses, which are the worst damages, given their structural nature. The loss of economic activities is worse than immediate material losses. Yet this loss is the one most often overlooked.

A federal and/or provincial fund should be created out of a tax on insurance to ensure the compensation of victims and cities. This fund should be administered by a government agency that would be free of all political interference and independent of the tax system, so as to ensure the adequate constitution and equitable distribution of its funds.

With respect to the federal government

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

In a major emergency, the City will count on receiving federal assistance via the Quebec government. This assistance is not based on any understanding between the City and the federal level, but perhaps the Quebec government has one. Rather than an understanding between governments, it would seem more relevant to advocate an understanding between an independent federal agency and the provinces, or between an independent provincial agency and the municipalities.

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

As already mentioned in 5.1, the Joint Emergency Preparedness Program both helps and hinders the City's efforts to improve its response capacity. It helps because it does ensure a certain degree of funding, but it hinders with its rules which are bewildering enough to discourage the program's use, especially its rules applying to the reimbursement of bills.

The program should not just aim at improving emergency response but also, and above all, at improving the prevention and mitigation of risks along with the City's capacity to inform its citizens about risk and about its general state of preparedness.

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

We can express neither satisfaction nor dissatisfaction with regard to national-level orientation and co-ordination that we do not know well. We are only familiar with the co-ordination that the OCIPEP provides in Quebec, and, while we find it adequate, it seems too dependent on a national orientation which lacks transparency.

5.7 Are you confident the OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

We are confident that the OCIPEP should be able to co-ordinate a national-level response to a major disaster. But what is a national-level disaster? This must be more precisely defined. Would OCIPEP co-ordination subject the province and its municipalities to federal authority? This would not do. No more than would provincial co-ordination subjecting a city to provincial authority—unless the city in question had been declared incapable of co-ordinating its services and partners.

5.8 Health Canada informed the Committee that there are about 1,600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes No X Were you given procedure information regarding the use of these caches? Yes No X. Could you find a cache in your community and report on the usefulness of the contents?

No. We have been vaguely informed of the existence of such caches, but our knowledge of them stops there. Given Montreal's densely built-up urban fabric, this resource would not be a priority, unless a disaster involving mass destruction of housing should occur —particularly in winter.

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

The Canadian Security Intelligence Service agent is involved in the Anti-terrorist Advisory Committee (CAAM; Comité aviseur anti-terrorist), but not in the other planning bodies. The Customs and Revenue Agency and Citizenship and Immigration Canada are in contact with the City's Police Department, but not with regard to emergency response.

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

As mentioned in our response to question 2.6, there is no link between our Emergency Preparedness Plan and that of the armed forces, if this is what is meant by the DND. As we said, we expect joint planning so as to ensure well-orchestrated response on the ground in a major emergency. Such joint planning must, however, respect the provincial jurisdiction in public security matters.

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Montreal
SUMMARY

MUNICIPAL EMERGENCY PREPAREDNESS POLICY

OVERVIEW

The municipal emergency preparedness policy applies to all of the City of Montreal's departments, whether central, decentralized or borough as well as to all of its para-municipal corporations and to all external bodies that will adhere to the City's policy.

The policy identifies the field of emergency preparedness which would cover any disaster striking the City, as defined in the Act Respecting the Protection of Persons and of Property in the Event of a Disaster. Definitions of a major disaster, a minor disaster, and a crisis are provided in the policy.

The municipal emergency preparedness policy is designed to ensure the protection of Montreal's citizens, both individual and corporate, and of their goods and environment. In an emergency, it would ensure the protection of the City's employees and of the installations and systems that play a critical role in maintaining essential services for citizens, before and after a disaster.

The principal objectives the current policy has formulated in pursuit of these goals are as follows: to identify the types of risks existing on the City's territory; to ensure the basic elements needed to set up the Emergency Preparedness Organization and the Municipal Emergency Preparedness Plan and, to this purpose, to determine levels of decision-making and responsibility in the City, while also identifying the city's public security management structures.

To deal with the complex systems which characterize urban life and the catastrophes that may threaten them, two principles are stated.

The ethical principle states that all emergency-response agents, whether employed by the City or external, have the common mission of protecting or maintaining human life, of preventing or reducing the destruction of personal goods and of the collective heritage, and of mitigating impacts on the environment.

The principle of co-ordination states that in every emergency response all agents—both external and internal, each according to his mission—must join forces to restore order. Co-ordination will be guided by the unifying authority of the mayor and his representative, the municipal co-ordinator of public security.

RISK MANAGEMENT

The City of Montreal is situated in the heart of an agglomeration of three (3) million inhabitants, where major risks can produce catastrophic effects requiring a state of well-orchestrated preparedness.

The City is responsible for and dependent on infrastructures essential to the life of its citizens and to the operations of firms which supply critical goods and services to individuals, families, and the population as a whole.

Risk management is aimed at reducing the City's vulnerability to the dangers which threaten it. In the absence of an official Emergency Preparedness Organization but with no intention of restricting its future development, the policy points out and describes the risks known to date:

Natural risks (climatic disorders, earthquakes, major floods
Technological risks (major industrial accidents at a fixed site, transportation of passengers and of hazardous materials, IT, biotechnology, nuclear, etc.)
Biological risks (epidemics, pandemics, highly contagious virus,etc.)
Risks connected with civil disorders (terrorism, sabotage, riots, hostage taking, massacres, widespread looting, etc.)
Risks to essential infrastructures (major power failure, major failure of the supply of potable water, scarcity of fuel and gas, failure of communications and computer systems, major shortages in the food chain and disruptions of transportation networks.)
Risks to heritage sites (architectural, natural), objects, and archives

The best way to prevent risks is to avoid their occurrence. This is why the City's Public Security Departments (Police Department, Fire Department, and Emergency Preparedness Centre) and all other relevant bodies and departments must notify City Council of any decision falling within their sphere of expertise which could have an impact on the security of citizens.

FOUNDATIONS OF THE MUNICIPAL EMERGENCY PREPAREDNESS PLAN

The Municipal Emergency Preparedness Plan calls on the participation of all departments concerned and describes the organization of the operations involved: prevention, preparedness, intervention, or recovery. The emergency preparedness plans of the boroughs and other specific intervention plans form an integral part of the Municipal Emergency Preparedness Plan.

_The Act Respecting the Protection of Persons and of Property in the Event of a Disaster urges citizens to assume the responsibility of taking minimal precautions to prevent disasters and to protect themselves should they occur. An international norm urges citizens to plan to survive on their own for three days following a disaster, either as individuals, families or neighbourhood units.

People who are more vulnerable because they live with limited mobility (some 10% of the population) will be identified and located both in private and institutional dwellings (with no invasion of privacy), in order to facilitate contacts with them and to give them priority assistance in an emergency.

The four levels of co-ordination

Political: The mayor and borough presidents are linked; the mayor will set up a mayoral emergency response committee or a crisis management cell

Strategic: The Municipal Emergency Preparedness Co-ordinator will act at this level in the City's Emergency Co-ordination Centre, along with representatives of operational and support services.

Tactical: Two places of local co-ordination:

The disaster-site manager will work out of the on-site EmergencyCentre.
The borough president will work out of the Borough Emergency Centre to co-ordinate off-site borough services

The top decision-making process of Montreal's Emergency Preparedness body in an emergency:

City Council can declare a state of emergency lasting for a period of five days and, if the Council is not in a position to act, the Mayor can do so for a period of 48 hours.
The Executive Committee and the Mayor can authorize any extraordinary expenditures required.
The borough president will inform the Mayor about the state of affairs in his borough.
The Director General will make the decisions within his competence and facilitate the Co-ordinator's task.
The Municipal Co-ordinator of Emergency Preparedness will, in addition to his above-described function, recommend to the Mayor and City Council any measures needed which go beyond his competence.
The Co-ordinator of Communications will give whatever strategic advice falls within his competence and execute the decisions of the Mayor and
Co-ordinator in matters of public communications.
The Municipal Emergency Preparedness Committee will participate in the activities of the Emergency Co-ordinating Centre.
The Emergency Preparedness Centre will give strategic advice at all levels of disaster management and support the operations of the Emergency Co-ordinating Centre.

The great majority of the City's administrative units will be called on to play a role in the Municipal Emergency Preparedness Plan. In the appendix to the policy, you will find the specific roles to be played which fall outside of the administrative unit's normal mandate.

Contributions expected from external organizations

The Quebec Ministry of Public Security is expected to collaborate with the City's Emergency Co-ordinating Centre

The health and social services network is expected to co-ordinate its CLSC services with the boroughs, and ambulance and hospital services are expected to be ready to respond adequately to any massive influx of wounded.

As concerns the education network: Aside from providing research and analysis of risks and public security training, universities, colleges, and public schools are expected to help house the population in an emergency.

The City recognizes the support role community and humanitarian organizations can play in assisting disaster victims and in minor search and rescue operations.

High-risk installations are reserved a place on any Mixed City-Industrial Committee, whether existing or future; installations subject to the by-law ensuing from Chapter III of the Act Respecting the Protection of Persons and of Property in the Event of a Disaster will be obliged to declare their risks.

Heritage organizations are urged to help protect heritage sites (architectural, natural), objects, and archives.

Training and test exercises

For employees involved in the plan, the City will set up a training program to give them the opportunity to take the courses they need to carry out their tasks.

The Municipal Emergency Preparedness Plan must also be tested with regular exercises to make sure that it is functional and with simulations to ensure that it is response-ready at all times.

Financial management measures in an emergency
The Municipal Emergency Preparedness Plan must provide that, in an emergency, a system of accountability will be set up to ensure a rigourous compilation of expenditures, so that accounts can be rendered to City Council and the Ministry of Public Security for reimbursement.

THE MUNICIPAL EMERGENCY PREPAREDNESS COMMITTEE

Mandate

The Committee brings together major internal and external partners to plan and manage the City's emergency preparedness.
The Committee sets orientations for conducting emergency preparedness affairs and checks the results.
In an emergency, the Committee may, if need be, meet to provide guidance and advice to the Emergency Co-ordinator. In that case, any partner useful to the conduct of its activities may be invited to attend.

Composition

Presided over by the municipal co-ordinator or by his representative, the Municipal Emergency Preparedness Committee is composed of 25 members representing elected officials, external and City emergency services, corporate services, the boroughs, firms involved in the operation and maintenance of essential infrastructures, the health milieu, and the educational milieu.

Task forces

There are eight task forces attached to the Municipal Emergency Preparedness Committee; they include: borough directors, those involved in assistance to victims, communicators, public works, essential infrastructures, Heavy Urban Search and Rescue, city-industry relations, and heritage protection.

COMMUNICATIONS WITH CITIZENS, EMPLOYEES AND EXTERNAL ORGANIZATIONS

The policy provides for the development and update of programs to communicate with citizens, employees, departments, external organizations, and the media.

The City invests in informing citizens about the risks they face and about the measures taken by the City and business enterprises to prevent, mitigate or cope with disasters; these measures are formulated at three levels: in the boroughs, in Mixed City-Industry Committees, and as part of the future Emergency Preparedness Organization, as stipulated in the Act Respecting the Protection of Persons and Property in the Event of a Disaster.

In the event of a disaster, well-orchestrated cooperation between the boroughs and communications/ citizen relations services will allow both these levels to play their roles harmoniously.

The communications component of the Municipal Emergency Preparedness Plan must provide mechanisms to facilitate communications with all the City's employees. For this reason, all departments must have an emergency response plan and back-up resources.

THE AUDIT SYSTEM

The City's auditor general must obtain the services of the expert(s) required to audit, once every seven years, the state of emergency preparedness in the departments of the City and its boroughs.

APPENDIX A

REFERENCE FRAMEWORK FOR THE CITY'S RELATIONS WITH INDUSTRY AS CONCERNS INTEGRATED RISK MANAGEMENT

Appendix A of the policy describes the Mixed City-Industry Committee (MCIC) model, which proposes an approach based on dialogue among the three parties in the process: the City, industries, and citizens. To these three parties can be added any other relevant collaborators (bodies belonging to higher levels of government, industrial associations, independent experts, etc.)

An MCIC's three fields of competence

1. Prevention, including the mitigation of consequences for: industrial security, elimination of the causes of disasters, and reduction of the possibleconsequences of a disaster. Its principal tools are the identification, analysis, and evaluation of risks.

2. Intervention includes preparedness and, more particularly, joint planning for intervention including industries and the City's departments.

3. Development and maintenance of communication with the population and especially vulnerable communities in specific industrial zones, in order to inform them of the risks they face and of the measures being taken to mitigate if not eliminate these risks.

Industries targeted

Clusters of industries storing, handling, using, transforming materials in the same zone
The Dorval airport
The Port of Montreal
The train yards
Industries transporting hazardous materials
Construction industry

Leadership

Under the authority of the Chief of the Fire Department, the Emergency Preparedness Centre will assume leadership of the City's relations with its industrial partners.

APPENDIX B

CONTRIBUTION OF CENTRAL AND BOROUGH DEPARTMENTS TO THE ORGANIZATION OF MONTREAL'S EMERGENCY PREPAREDNESS

This appendix describes the principal planning and operational missions assigned to the municipal departments. It is to be considered an integral part of the policy and may be modified as the City's structures evolve.

APPENDIX C

PROGRESS OF THE FILE ON EMERGENCY PREPAREDNESS POLICY

This appendix is included for your information and is not an integral part of the policy. It allows a glimpse at the draft policy's one-year progress through consultations with all interested parties within and outside of the City's administrative structure.

JBG/08-11-02

4. Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e. homeowner automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehouse the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes — No X Could you elaborate?

4.1 We are still working towards this objective which is one of our priorities for the coming months.

4.2 N/A

5. How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example: education, equipment, or money for rapid intervention teams) should be the provincial and federal governments most immediate priorities?

No answer to this question.

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

No answer to this question.

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

No answer to this question.

The following questions have to do with the assistance provided by the federal government.

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

No answer to this question.

5.5 Is the main funding request process (the Joint Emergency Preparedness Program} helpful, or is it impeding your community's efforts to improve emergency preparedness?

N/A

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

N/A

5.7 Are you confident the OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

N/A

5.8 Health Canada informed the Committee that there are about 1,600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes No X

Were you given procedure information regarding the use of these caches?

Yes No X Could you find a cache of these community and report on the usefulness of the contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

N/A

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

Support from army (Example: 1998 ice storm).

Vancouver
British Columbia

Response to the Senate Questionnaire On Emergency Preparedness

Emergency Planning Coordinator – City of Vancouver. Responsible for coordinating emergency management (Planning, mitigation, response and recovery) for the City and for operating the emergency operations centre.

The City of Vancouver proper is 113 square kilometers and has a population of 545,000 based on 2001 census data. The City of Vancouver is an urban environment.

The City of Vancouver is bordered by three major Port Authorities and also has a major international airport on its southern boundary.

The last major emergency in the City of Vancouver was the Stanley Cup riot in 1994.

Q 2.1

The primary natural threat to the City of Vancouver is from earthquake, however the City is vulnerable to a wide range of natural and man made threats.

Q 2.2

The City of Vancouver has a comprehensive emergency management program in place and as such is well prepared to deal with large scale emergencies. The City of Vancouver trains regularly through its emergency operations centre and participates in local, regional and Provincial emergency preparedness exercises.

Q 2.3

A major emergency is one that involves a significant amount of emergency response resources and coordination. A large earthquake with significant damage and casualties would be an example.

Q 2.4

The City of Vancouver is well prepared for any major emergency. Detailed plans, adequate staff levels and resources are in place. However this does not preclude the possibility of a disaster of sufficient size that could overwhelm our capabilities. (Such as a catastrophic earthquake.)

Q 2.5

Resolving the crisis.

Q 2.6

The response to these types of events cannot wait for Federal or Provincial aid. Response would begin immediately with aid being requested from the senior levels of government if required.

Q 3.1

The City of Vancouver has sufficient financial resources, personnel and equipment to meet the immediate needs of a disaster. However, if the disaster is large enough in scope the resources available could be inadequate. We would look to the Provincial and Federal governments for assistance if this were the case.

Q 3.2

The available resources could be depleted very quickly if a catastrophic disaster were to occur. Given the location of assistance at present there will be a delay in the arrival of assistance from the Provincial and Federal levels of government.

Q 3.3

Yes we are satisfied with our local command and communications structure. Further we have put hardened communications infrastructure into place that allows for survivable fully interoperable communication between the first response services.

Q 3.4

Provisions for interrupting television and radio broadcasts to send emergency information to the public is available.

Q 3.5

Improving links with Provincial and Federal government agencies would strengthen our emergency management program in the City of Vancouver.

Q 4.1

The City of Vancouver has a comprehensive educational program in place to ensure that the public are prepared for an emergency. www.city.vancouver.bc.ca/nepp

Q 4.2

Emergency supplies are being stockpiled at strategic locations in the City for use during an emergency. The ability of the City to cope will again depend on the scale of the emergency.

Q 5.1

Additional training in CBRN and overall emergency management should be a top priority.

Q 5.2

To date the City of Vancouver has received no dedicated funding from the higher levels of government for training or exercising of the City Emergency Plan. This has been undertaken entirely at City cost.

Q 5.3

This would depend on the scope of the emergency.

Q 5.4

The City of Vancouver could potentially require Federal assistance in a disaster. In this case the procedures and protocols are written and empowered through Legislation and Regulation.

Q 5.5

JEPP is an extremely useful tool for emergency preparedness.

Q 5.6

No historical problems to note.

Q 5.7

No information relevant to Vancouver to assess.

Q 5.8

We have seen caches of this nature and do know where they are located in the City. We sought out the procedures for their use and have contacts within the Health organization to activate them if needed. We have looked at one such cache in detail along with a Health representative and we concur that the caches need updating and modernizing.

Q 5.9

The organizations listed in this question all work with our Municipal police department and would be asked to assist in an emergency or disaster if needed

Q 5.10

Our plan does not rely on the Department of National Defence, however we do have copies of the DND response plan in place for catastrophic disaster in our region. We also maintain a list of contacts within DND if the need arises to seek their assistance with the request being routed through the Province.

Calgary
Alberta

Questionnaire on Community Preparedness for an Emergency or Disaster

The City of Calgary Disaster Services
2003 July 10

1) Could you describe yourself and your community?

1.1 I am the Coordinator of Disaster Services for The City of Calgary. I have held this position since March 1996. My experience includes emergency management planning activities for The City of Calgary for the following major events:

Year 2000 Conversion (Y2K)
World Petroleum Congress Conference - June 2000
G8 Summit – June 2002

In addition to these events, my office is responsible for coordinating emergency response support during large incidents. Over the past seven years, this responsibility has meant the City of Calgary Emergency Operations Centre has been partially or fully activated five times.

1.2 The population of the City of Calgary (2002 Census) is 904,987. The corporate area of the city is 721.73 square kilometers.

The City of Calgary has several industrial areas, an international airport and is a major rail and roadway transportation hub for southern Alberta.

By statutory definition, the City of Calgary has not experienced a disaster since severe floods in the 1930s.

Each year, the city experiences a number of emergencies. Calls to the 911 system topped 250,000 last year. The Calgary Fire Department responded to more than 30,000 calls for assistance. In a given year, the city faces more than a dozen major fires or emergency events requiring coordination of the emergency services and other civic, provincial and non-government organizations.

2) What is your community's risk assessment and response capability?

The principal natural threat to Calgary is flooding. With two major rivers meeting near the downtown core, the risk of flooding is posed every spring runoff season. The environmental factors related to this risk are monitored closely

The principal man-made threat to Calgary is a hazardous materials release (rail or truck). As the major transportation hub for southern Alberta, large quantities of this material flow through the city daily.

The City of Calgary is prepared. Maintaining our level of preparedness in the face of changing risk profiles and limited funding continue to be a challenge.

A tank car that bursts and spills a hazardous chemical would be a major emergency in Calgary due to the potential impact on residential communities.

Any release of biological agent that causes illness to citizens that was identified publicly would be a major emergency. Public and media sensitivity to water quality issues post-Walkerton would require the mobilization and coordination of a number of civic and provincial agencies.

A flood that causes the evacuation of 100 people would not severely stretch Calgary resources. Flooding that exceeded 1,000 people means that large tracts of the city are likely impacted which, combined with the human impact would constitute a major emergency.

Calgary recently experienced its largest residential fire in history on 2002 May 30. The $60 million fire caused the evacuation of approximately 2,500 people. For our city, a large fire is one that attracts 25% of on-duty fire fighting resources.

As noted, Calgary has experienced a number of major emergencies over the past several years. Additionally, planning for staged events such as the World Petroleum Congress and the G8 Summit means that emergency plans for business units have been regularly visited and improved. Familiarization and training activities have been reinforced by real emergencies.

The City of Calgary has resolved major emergencies with civic resources working with, where required, provincial (hospital/public health resources and officials; environment resources and officials) and non-government organizations (Canadian Red Cross; Salvation Army). The city would expect the resolve major emergencies in our jurisdiction in the future. If the nature of the emergency meant our civic resources could be overwhelmed, we would expect to invoke the necessary provisions of the *Disaster Services Act (Ch. D-13 RSA)* to access provincial and/or federal assistance.

The City of Calgary currently has been working with provincial and federal officials on CBRN first responder training programs. Additionally, JEPP funding has provided response equipment that is used in our jurisdiction. Having said this, the potential impact of a CBRN incident may overwhelm local resources quickly – particularly if a secondary device is used. Our city may need to call for assistance from senior levels of government.

3) Are your assets sufficient to meet the threats you have?

The City of Calgary has more than 12,000 civic employees that operate thousands of fire trucks, ambulances, police vehicles, buses, and public works units. The City of Calgary has 2003 Operating budget of more that $1.4 billion.

The City of Calgary's emergency resources have not been depleted by a major emergency. If regional assistance were required, it would likely come from the City of Edmonton and would be 6-8 hours in assembly, transportation and deployment.

The City of Calgary currently has fire and disaster mutual aid response agreements with neighboring rural municipalities. Policing mutual aid agreements exist between the Calgary Police Service and the RCMP. The City of Calgary also operates the 911 system on a regional basis.

Current service agreements and command/communications structures appear to be working well at the current time.

Yes. The City of Calgary has a number of personnel trained in the use of the Emergency Public Warning System of Emergency Management Alberta.

4) Do you have programs in place to help prepare your community for the anticipated threats?

The City of Calgary Disaster Services has an extensive web site that provides information to the general public on preparedness issues. The web site contains links to external sites such as OCIPEP and the Canadian Red Cross. Public information campaigns are executed periodically to raise public awareness.

No, presuming this question is intended to address citizen support inventories such as blankets, cots, emergency foodstuffs, etc. Warehousing material generates a number of problems for civic government including:

Cost of purchase – In tight budget times the outlay of funds for supply inventories that may not be used for a period of years is difficult to justify.
Cost of storage – Storage space in Calgary is expensive.
Cost of inventory maintenance – Purchase and storage implies a management system to ensure material remains current and serviceable.
Transportation costs – Once activated, material would need to be transported to appropriate destinations.

5) How much provincial and federal assistance do you expect in an emergency?

Funding of training, equipment and personnel costs for CBRN responders at the local level on a unified basis is very important.

The new risk profile post-September 11 means major centres must create CBRN response capabilities. Unfortunately, no new funding mechanisms have emerged at the local level to meet the new challenges posed by international terrorist events.

Money for equipment purchases without funding for training and personnel costs means municipalities could be put in the position of cannibalizing front-line programs that are already under pressure.

As noted above, increased funding for training and personnel costs would be helpful in managing the CBRN threat. Regarding our emergency plan, no provincial or federal funding for training or exercising has been requested. Training and exercising has been managed with City of Calgary resources. We have used federal funding for national emergency preparedness training at Arnprior and are very satisfied with the level of support received.

As noted, the City of Calgary has resolved all major emergencies in our jurisdiction. We have no expectations of the provincial government. If the event became a disaster and overwhelmed our ability to respond, we would make appropriate requests for assistance of the provincial government. Short of calling on the federal government and the Canadian Forces, however, it is difficult to visualize a situation where the province would be in a position to provide substantive assistance.

The assistance would be about 4-8 hours in arriving and should be paid for under provincial Disaster Recovery Regulation guidelines.

No. Federal assistance would only be requested through provincial authorities in the event that City of Calgary resources were overwhelmed. This expectation is based on current legislative guidelines and does not need to be more formal.

JEPP funding has been very helpful in assisting The City of Calgary; however, it has limitations. Equipment, by itself, does not provide emergency response to citizens. Training and education are important components of emergency preparedness programs.

Yes. The linkage of critical infrastructure with emergency preparedness under one agency is a crucial step.

Yes. OCIPEP is in the midst of tackling the largest component of a national level response – ensuring preparedness and coordination of action of federal departments. Recent communications from OCIPEP indicate this activity is one of the deliverables for the immediate future. For municipalities, a coordinated federal response through OCIPEP would minimize connection and communication points and assist our response in conjunction with federal departments or agencies.

In order:

Yes, I am aware of the program and have seen a cache.
No, I was given no information on the use of the caches.
No, I was not consulted on the usefulness of the caches.
If I have the right one, the cache dates to the civil defense era of the late 50's/early 60's. Is material that is more than 45 years old still functional?

In order:

Yes, through the Calgary Police Service
Yes to both Canada Customs & Revenue and Citizenship and Immigration. Assistance would be expected in areas of jurisdiction where these agencies operate. An example that comes to mind is a major aircraft incident with an international carrier.

Yes. None in a major emergency. In a disaster or CBRN incident – specialized equipment and specialists would be helpful.

Calgary
Alberta
(Revised)

Questionnaire on Community Preparedness for an Emergency or Disaster

3.4 (a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-related updates or instructions?

5.3 (a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it?

(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it?

RESPONSE:

3.4 (a) Yes. The Alberta Emergency Public Warning System (EPWS) is maintained by Emergency Mangement Alberta. User training and access codes are also managed by EMA under their mandate as per the *Disaster Services Act. (Ch. D13 – RSA 2000)*

5.3 (a) Very little. As a large, urban municipality, The City of Calgary has managed with minimal assistance from the province. Our emergency management response is well practiced and we conduct our own training to supplement federal training.

(b) As above. If the impact of the event were so dramatic so as to require provincial or federal responses (e.g. Red River Flood or Ice Storm), we have been advised of potential time frames for response. (hours for the lead elements, 24-48 hours for broad support.) These time frames are reasonable given the impact may involve multiple jurisidictions in our vacinity. We would expect our repayment would be waived under Disaster Financial Assistance programs where federal and provincial jurisdictions would share funding responsibilities.

Edmonton
Alberta

CITY OF EDMONTON RESPONSE

TO STANDING SENATE COMMITTEE ON NATIONAL SECURITY AND DEFENCE

QUESTIONNAIRE ON COMMUNITY PREPAREDNESS FOR AN EMERGENCY OR DISASTER

(Questionnaire Distributed June 12, 2003)

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

Director, Officer of Emergency Preparedness. 32 Years military experience as an officer, five years experience in emergency management and preparedness, and one year in this position.

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

Edmonton is predominantly urban, with a population of approximately 670,000 and a size of 700 square kilometers.

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

Edmonton is crossed by major road, rail and pipeline routes and has an industrial airport located near the city core. Edmonton is the location of the second largest concentration of petro-chemical infrastructure in North America.

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

Edmonton experiences a major event approximately once every 15 years and a minor event approximately every five years.

2.1 What are the main natural and man-made threats to your community?

The threats to Edmonton are:

2.1.1 Dangerous Goods Event including Rail and Road Spills and Industrial Accident
2.1.2 Tornado
2.1.3 Airplane Crash
2.1.4 Interface Wildfires
2.1.5 Public Order Event (Riot or Disturbance)
2.1.6 Public Health Event (Pandemic Flu, other epidemic)
2.1.7 Landslide
2.1.8 Water Failure/Shortage
2.1.9 Pipeline Event
2.1.10 Terrorist Event
2.1.11 Flash Flood
2.1.12 High Winds
2.1.13 Major Highway Accident
2.1.14 Power/Gas Failure
2.1.15 River Flooding
2.1.16 Thunderstorm
2.1.17 Dam Failure
2.1.18 Urban Fire
2.1.19 Winter Storm

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

Edmonton is adequately prepared to respond to an emergency or disaster.

2.3 For your community, what is a major emergency?

Major threats are those listed from 2.1.1 to 2.1.8.

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

Edmonton has the resources and training to respond to a major emergency. It is in the process of rewriting its Emergency Response Plan, has an effective emergency preparedness program and adequate first response equipment and resources to deal with most eventualities

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

A successful response would occur when the situation had been resolved to the point event management could be returned to a routine form.

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

Yes, although our Information Technology has some capability for cyber-security, and our first response departments have limited CBRN response capability.

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

The City of Edmonton has a Fire Rescue Service of approximately 800, a Police Service of approximately 1400, and an Emergency Medical Service of approximately 300. They are equipped with a full suite of emergency response vehicles and equipment. The total budget for the Emergency Response Department (Fire Rescue and EMS) and the Police Service is approximately $240 million. All emergency response personnel are full-time.

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

Edmonton is the major community in the region and is unlikely to require significant assistance from neighbouring communities. If required, support would be available within several hours, if not sooner.

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

The regional emergency response structure is basically non-existent, with the exception of a steering committee that is attempting to rationalize emergency preparedness within the region. Success has been elusive due to non-funding at the municipal, provincial and federal levels.

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

Yes.

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

Yes.

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

Some information is provided on the City of Edmonton Website and brochures are available at City Hall. A major component of the 2004 Business Plan for the Office of Emergency Preparedness will be to expand contact with the public.

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

Supplies are not normally stockpiled; however, commercial sources of supplies have been identified

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

The most pressing priority is for the Provincial and Federal Governments to provide sustainment funding for CBRN equipment and training at the local and regional level, and for funding to support regional emergency preparedness coordination.

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

No. Edmonton has received no money recently from the Federal or Provincial Governments for training and exercising. (For more on the Federal Government, see 5.6 below.)

Emergency Management Alberta (EMA)is the provincial agency responsible for emergency preparedness and management. They are a fairly centralized agency, although they have District Officers assigned to geographical areas. Our relationship with EMA is reasonably good, but we are constantly fighting a battle for recognition. EMA has taken the policy decision that all municipalities are equal, thus Edmonton, with a population of almost 700k receives no different treatment than a small hamlet. In fact, EMA favours smaller communities by limiting financial assistance for training to communities with less than 20k persons. This has the result that larger communities tend to "go their own way" when designing emergency programs, especially training, and this has resulted in poor coordination across the province. For example, most industries and the communities around Edmonton use the Incident Command System for incident management, but EMA is stil using the Site Management System, mainly because the Federal Government (OCIPEP) teaches this at their training facility in Ottawa and provides the province free courses.

EMA appears to be shifting more of their emphasis to industry from municipalities, largely in keeping with the provincial government's political philosophy. For example, EMA has recently created a Crisis Management office designed to deal with terrorism. In the planning and implementation of this process, Industry was heavily involved while municipalities were marginalized. Critical infrastructure within the City of Edmonton was identified by EMA without any consultation with the City, resulting in some bizarre, and for the City, politically unacceptable results. (West Edmonton Mall, the world's largest mall, with over 200k patrons on Boxing Day, didn't make the list, the Bee Made Honey factory (?) did). Again the result of this is that the City is now preparing its own list of critical infrastructure, essentially un-coordinated with the province.

There is light on the horizon as the "old guard" within EMA is being gradually replaced with a more flexible staff who are prepared to re-examine the status quo. Nevertheless, it is our feelings (and this reflects the feelings of most communities) that EMA must be more forthcoming in consulting and including major municipalities in their planning process.

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

Edmonton would expect only limited operational support from the Province. It should arrive quickly and be paid for by the Provincial Government. The City would expect financial support from the Province, per the provisions of the *Disaster Services Act*, to pay for the activities the City has had to undertake as a result of the emergency.

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

No. Although there is a major military base located near Edmonton, the base's ability to respond and assist in disaster is limited by resources and by Federal Government policy.

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

Neither. JEPP money is too limited to be of use to a city the size of Edmonton.

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

No Since they restructured from EPC, they have become weak and unresponsive in providing leadership in an effective manner.

We don't have a lot to do with OCIPEP, as our conduit for external support is through EMA. We have not applied for any JEPP grants because, frankly, the allocated amounts are too small to be of any use on a routine basis, and we haven't pursued any money for "big" projects (such as Calgary's HUSAR Team) because we don't have any.

We have been involved with OCIPEP regarding CBRN equipment purchasing and training. OCIPEP and Alberta provide approximately $1.8 million for the purchase of CBRN equipment for municipalities. Edmonton administered the purchase on behalf of the province, largely in response to indications that the province would establish CBRN training in Edmonton, creating a provincial centre-of-excellence. While the equipment has been purchased, no funds were provided for training or maintenance, and much of the equipment remains unused as staff lack the necessary training. OCIPEP is supposed to be managing the provision of CBRN training on a national level, but this has been an agonizingly slow process. Following 9/11 I was part of a team convened in BC at the Justice Institute of BC to develop a quick and dirty CBRN training program for first responders. We did that in about a week. OCICPEP is still working on developing a similar package almost two years later. OCIPEP has lost whatever credibility they may have developed after their 9/11 debacle through their slowness to implement CBRN training. Our perspective at the municipal level is that OCIPEP has become a very bureaucratic entity, out of touch with what is going on at the "coal face" - the municipality, where the first responders are found and the emergency battles fought. To make this situation even worse, there are rumours that OCIPEP would like to scrap their regional offices and manage everything from Ottawa. That would be a retrograde step.

How would I remedy this? What we are looking for from both the federal and provincial orders of government are standards and funding. I would like to see Canada-wide standards for emergency preparedness. Coupled with those standards has to be funding. If money is not provided to implement these standards, municipalities will continue to go their own way, spending their money on what they think is the right program, regardless of provincial or federal wishes. At the same time, it would be nice if municipalities were to be consulted when programs and standards are developed. One federal government, thirteen provincial and territorial governments, and representatives from Canada's 20 largest cities would not be an unreasonable group to come to grips with the issues. The United States is way ahead of Canada in this area, and we would do well to look carefully at what they are doing.

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

No. However, OCIPEP is all we have to do this function, so we will have to rely on them to do their best. Since Y2K OCIPEP's focus has shifted to cyber security at the expense of emergency preparedness

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache?

No.

Were you given procedure information regarding the use of these caches?

No.

Were you consulted on the usefulness of these caches?

No.

Could you find a cache in your community and report on the usefulness of its contents?

No.

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization?

No, although CSIS has a link to our Police Service.

Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included?

No.

How much help is anticipated from these departments?

None.

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

No. (see answer 5.4)

Edmonton
Alberta
(Revised)

Question 3.4 a. Yes. Edmonton has been authorized access to the Alberta Emergency Public Warning System that is operated by the Province of Alberta, Municipal Affairs Department. Specified City officials are given codeword access to the system and can unilaterally generate a warning at any time.

Question 5.3 a. Considering the size and resources available within the City of Edmonton and the support available from our municipal neighbours through mutual aid, it is unlikely that provincial assistance would be requested other than in an extended or extremely severe event. Routinely, the City does not request assistance from the Province. The most likely external support that might be requested is from the Canadian Forces garrison located immediately north of the City. In this case, as the province would be requesting federal support they would be responsible for paying the federal government. If and how these costs would in turn be recovered from the City are not clear as the entire issue of Disaster Financial Assistance in Alberta is poorly defined.

b. Pretty much the same answer as a. above.

Cheers

Bob

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Ottawa
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Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

My name is Harold Murphy and I have held the position of Manager of Emergency Measures for the City of Ottawa sine February 1995. I am responsible for emergency planning, 9-1-1 administration and for the management of an 800 MHZ trunked radio system that the Police, Fire, Emergency Medical Services and Public Works for the City use.

The City of Ottawa has a population of approximately 800,000 and is expected to grow to over one million residents over the next few years. The City is 2,760 square kilometres in size with 230 square kilometres (8.3%) of urban area and 2,530 square kilometres of rural area.

Ottawa has a number of industrial facilities including a major airport and train station that could require mass casualty response in an emergency.

The City has only declared an emergency once, January 1998 for the Ice Storm. We have, however, activated our Emergency Operations Centre on numerous occasions, i.e. demonstrations.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

> Ottawa is exposed to a large number of weather related threats, i.e.. tornado, heavy snowfall, ice storms. There is also some potential for earthquake in the Ottawa Region.
> There is also the potential to have a large HAZMAT incident as the main east to west highway goes through the middle of the City. In addition, the main access to the City of Gatineau for truck transportation is through the downtown core. The location of a number of embassies and consulates in Ottawa also increases the risk of terrorism in the City.
>
> In the last couple of years we amalgamated twelve municipalities into one and we were not totally satisfied with our ability to respond to an emergency. We have established a Five Year Emergency Response Program that is intended to address the issue. One of the components of this program is a Multi-Agency Training Program.
>
> All of the examples listed could be a major emergency depending on the

circumstances involved. For example, a train tanker that bursts and spills a hazardous chemical might be handled as a HAZMAT incident by our Fire Department. However, if the incident was on the Trans Canada Highway and traffic had to be re-routed or if a major evacuation was required, that would escalate the incident to a major emergency.

We have the ability to respond to major emergencies and there are plans, equipment and personnel in place. We are however, as previously mentioned, in the process of identifying gaps in our ability to respond.

We would like to be in a position to resolve any crisis that we encounter. Provincial or Federal help will be many hours/days materializing.

We currently have a CBRN Team in Ottawa that can respond to incidents in Ottawa as well as to other places in the Province through a Memorandum of Understanding with the Province of Ontario.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

3.1 It is difficult to quantify money, people and equipment the City of Ottawa has at its disposal in an emergency. However, as an example, in the last couple of years we have purchased over a million dollars worth of equipment for our CBRN Team.

3.2 Depending on the emergency it would take a number of days before our resources were depleted. Assistance from the Province or Federal Government is hours to days away, again depending on the incident.

3.3 Yes, we are satisfied with our communications structure.

3.4 There is no legislation in place that authorizes a local community to interrupt television or radio broadcasts. Local radio/television can be used to provide updates/warnings strictly on a voluntary basis.

3.5 Yes, I believe more dialogue would be beneficial to all.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

We regularly have articles in the local newspapers advising people how to be better prepared and we annually produce an eight to ten page document with advice and links to other agencies involved in emergency preparedness. We also participate in Emergency Preparedness Week.

Some supplies have been warehoused, i.e. gas masks, detection equipment, but large scale stocking has not taken place. This will be reviewed as part of our 5 Year Action Plan.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

5.1 Perhaps the number one priority should be to clearly define what Provincial and Federal governments can or can't do in an emergency. Once this is defined, the local municipality can develop their plan accordingly.

5.2 We have not requested any funding specific to training and exercising the plan.

5.3 Difficult to define how much help we would require in a major disaster. However, at a minimum we would expect someone from Emergency Management Ontario to arrive in our Emergency Operations Centre in an emergency. Any cost for assistance could be funded by the Provincial Disaster Relief Fund or other emergency funds.

5.4 If federal support is required, thee is a process in place to obtain it.

The City is required to request any Federal assistance through the Province.

5.5 In the last couple of years the JEPP has been very helpful in our approach to being able to respond to a CBRN incident.

5.6 Local municipalities need more information on what the mandate of OCIPEP is and what level of coordination they can provide.

5.7 I currently don't have enough information to comment on OCIPEP's ability to coordinate a national level response.

5.8 We are aware of the caches, have seen one, and are familiar with the process of acquiring them. We were never consulted on the usefulness of these caches.

5.9 Federal officials are not part of our planning and preparedness group. Depending on the emergency, significant help might be required from these departments, but we would have to go through the Province to access the assistance.

5.10 We are not linked to DND. Again, significant help from DND might be required, i.e. Ice Storm, but the Province is our link to this response.

Ottawa
Ontario
(Revised)

Mr. Dawson:

Here are the answers from Harold Murphy, Manager, Emergency Measures Unit:

3.4 (a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).

Answer: No community in Canada has this ability.

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-related updates or instructions?

Answer: We would count on the cooperation of broadcasters. We are also working on a more comprehensive Public Notification Plan for the City of Ottawa, which includes a wide variety of mechanisms.

5.3 (a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it?

Answer: As the fourth largest city in Canada, we are not as dependent on Provincial assistance as many other municipalities because of the resources available to us. Normally help is in the form of a liaison officer coming to our Emergency Operations Centre. The Province pays this person.

(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it?

Answer: Very difficult to answer this question based on the above. If we required assistance we would be looking for it within several hours. As an example, if there were an earthquake in Ottawa, we would be looking for assistance from the Provincial Heavy Urban Search and Rescue Unit.

Regards,

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Winnipeg
Manitoba

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

1.1 Emergency Preparedness Program

The function of emergency preparedness is maintained within the office of the CFO, both because of its critical importance to the City, and the cross-departmental nature of the work involved. The office is responsible for coordinating and supporting overall emergency preparedness activities including research, training and education, disaster exercises, public information and the response to an emergency event. The type of emergency dealt with by this service is one that is major or unusual in nature, and requires the coordination of more than one department and/or outside service. The Emergency Preparedness Coordinator maintains the readiness and operation of the Emergency Operations Center, a facility that serves as a focal point for the coordination of response activities during an emergency situation.

The City has been involved in major emergency response activities since its inception. Perhaps the keystone event was the 1950 flood in the Red River Valley. The impact of that clearly demonstrated the need for developing appropriate plans to coordinate the emergency responses of civic departments as well as different levels of government external aid and volunteer agencies. Over the years, various committees and other planning bodies have been structured to assist in carrying out such activities.

In 1990 the City hired a full-time Emergency Preparedness Coordinator and Assistant to establish, enhance, and maintain emergency preparedness activities in Winnipeg. The "Emergency Preparedness Program" refers collectively to all public and volunteer bodies and organizations engaged in planning and response of emergency management activities for the City of Winnipeg.

Mission
The aim of the City of Winnipeg Emergency Preparedness Program is to provide and support effective planning, disaster management, and education services to enable the citizens of Winnipeg to prepare for, respond to, and recover from a major disaster. In addition, the Office provides advice to City Council on all aspects of planning for and responding to major emergencies or disasters.

The activities of the staff in a major emergency involve the activation of the Emergency Operations Centre (EOC). The EOC is located in the lower level of the Council Building and is a dedicated facility which serves as the focal point for the coordination and management of emergency response activities during large scale (disaster) events.

On a day-to-day basis, the Emergency Preparedness Program undertakes emergency response research, planning, and training and education activities. Staff conduct research into, and preparation of, appropriate and necessary plans and procedures for emergency response. This includes risk analysis to identify and analyze the effects of real or possible hazards in the City; working with appropriate departments on risk mitigation programs; developing inventories of resources; identifying resource deficiencies and recommending corrective actions; establishing and maintaining communications and alerting systems; and developing plans and procedures with the aim of enhancing emergency preparedness. Staff are also involved in the development of, or participation in, the establishment and conduct of emergency preparedness training programs, the development of a public education program, and development of an emergency exercise program.

Integral to the Emergency Preparedness Program is the Emergency Control Committee and the Emergency Preparedness and Coordination Committee Emergency Control Committee (ECC)

The Emergency Control Committee is made up of the Mayor, Members of the Executive Policy Committee (7), the Chief Administrative Officer, the Chief Financial Officer, the Chief Emergency Coordinator and/or the Emergency Preparedness Coordinator, and one department head chosen from each of the Standing Policy Committee (3 total). They are responsible for the direction and control of all phases of a comprehensive emergency management plan including mitigation, preparedness, response and recovery. The Committee advises Council on all matters pertaining to emergencies or disasters; implements Council direction; recommends matters pertaining to emergencies or disasters; recommends emergency legislation to Council; provides direction and guidance to the Emergency Preparedness and Coordination Committee; obtains outside assistance from the Provincial, Federal, private and commercial sources, as required; and prepares release of approved emergency-related information and instruction to the media.

1.2 & 1.3

Characteristics of Requesting Community/Municipality

Winnipeg is the capital of Manitoba and is the largest city, comprising approximately 55% of the Province's population. It is located at the junction of two major rivers (the Red and Assiniboine) in a natural floodplain. Land use is diverse, ranging from industrial to normal business uses, residential and agricultural, and covers approximately 464 square kilometres. It is at the centre of a cluster of bedroom communities that have limited emergency response capabilities of their own, but it is not located within mutual support range of any other major urban centre. As such, Winnipeg's relative isolation from other major urban areas means that it must be self-sufficient in ways that other major Canadian cities need not be.

Population
2001: Winnipeg – 631,700 Capital Region – 684,800
2002 Projected – Winnipeg – 632,400 Capital Region – 685,900

Economic Base – Industry – Business – Transportation - Recreation

Winnipeg is the economic and governmental centre of Manitoba and is the central transportation hub with one of the few Canadian 24 hour operation airports with direct transpolar routes, and major road and rail connections east, south and west. The economic sector is driven by government, aerospace manufacturing, transportation equipment manufacturing, information and communications technology sectors, health and biotechnology manufacturing and research with a Level 4 Bio-containment lab for animal and human disease study, finance and insurance services operating on the national level, furniture manufacturing, apparel manufacturing, agribusiness, motion picture production, and environmental industries that deal with waste water treatment, bio-remediation of contaminated soil, manure waste management, consulting and testing, hazardous waste handling, and headquarters for a Canadian national media company (CanWest Global).

Because of the varied industrial activities, Winnipeg deals with all categories of hazardous materials either as a result of direct industrial use and production or by their presence while in transit across Canada and into the USA. At present, hazardous materials are transported throughout the City on a daily basis and are of course, subject to all federal and provincial legislation relating to handling and transportation of hazardous materials. However, at present there is no ordinance establishing dangerous goods routes within the City of Winnipeg. In addition Winnipeg would potentially be a natural access and distribution point for illicit bio-hazardous, radiological and nuclear materials, due to the close proximity to the US/Canada border and its terminus as the north end of the Mid-Continent Trade Corridor that extends directly into Mexico. Winnipeg functions as a major transportation hub for trucking, air and rail transport. Goods from Winnipeg can reach anywhere in the world in 48 hours. Most major national trucking firms are headquartered here, and both the CN and CP Railway systems maintain their major western marshalling and repair yards here. In addition, the American railway, So Line, directly serves Winnipeg alone amongst Prairie cities, thus Winnipeg is the only Prairie city with inter-modal service to and from the USA. The Winnipeg Airport Authority is also a major international public and military air transportation centre used by all categories of airlines, serving the regional population.

Winnipeg is home to Canada's NORAD Headquarters and Operations Centre, as well as 1 Canadian Air Division. In these times of increased international terrorism, those two headquarters provide an increased potential target risk for bio-terrorism and other forms of terrorist attack, therefore increasing the associated risk for Winnipeg and the need for a fully equipped local and regional hazardous materials response capability.

In 2000, Winnipeg's GDP totalled $17.3 billion, which amounted to 66% of Manitoba's economy. Winnipeg's labour force totals 372,000 people, which is 64% of Manitoba's labour force.

City operated recreation opportunities include over 7,800 acres of park lands, five municipal golf courses, twelve indoor pools, and eleven outdoor swimming pools. Over 44 miles of riverbank on Winnipeg's three major rivers afford public access to one of the City's greatest natural assets. The Forks, the Museum of Man and Nature, the Planetarium, the Assiniboine Park and Zoo, and Can West Global Baseball Park, are key tourist locations. Winnipeg is home to the Royal Winnipeg Ballet, Contemporary Dancers, Manitoba Opera Association, Manitoba Theatre Centre, the Winnipeg Symphony Orchestra and the Winnipeg Art Gallery.

1.4

Service Statistics(Most recent data)

Presentations	50
Emergency	300
Conference Committee	3
EOC Activation	5
External	7 / 60
Internal	5 / 40

Committees/Meetings	
Exercises	8
Media Contacts	85

Some emergencies or disasters include:
2002 Derailment
2002 Light Airplane Crash
1997 Flooding
Yearly Severe Storms

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?
What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?
The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?
A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?
How large a fire and how severe an earthquake?

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

2.1
Regional Characteristics
As the centre of Manitoba industry and population, Winnipeg is surrounded by rural municipalities and small clusters of population. By virtue of existing commitments, Winnipeg emergency response personnel do respond to specifically defined incidents outside city limits and as such the decontamination trailer will be available to support those incidents. This is done on a contracted basis in some cases and on a cost recovery basis or fee for service basis in others. Surrounding areas experiencing hazardous materials events, that require transportation of injured people, will need to transport to the major urban health care facilities in Winnipeg. In the case of contaminated people, it is preferable to decontaminate at the scene prior to transporting them to hospital. Winnipeg-based trailer-mounted decontamination services could be required to support that environmentally safe on-scene process. In the case of adjacent industrial facilities that are located just outside Winnipeg boundaries, it is in the best interests of Winnipeg to mitigate potential hazards that could affect Winnipeg's facilities and population, therefore the decontamination trailer would be available to service those sites.

2.2

Training

Both the Incident Command system developed and utilized by Winnipeg Fire Paramedic Service and its on-scene Personnel Accountability System, have been adopted by other Manitoba communities and the provincial Office of the Fire Commissioner. This means that Winnipeg emergency personnel can work alongside all surrounding area emergency services personnel in a coordinated and safe environment. Search and rescue in fire and hazardous events is a prime responsibility of crews from Fire Paramedic Service. In addition to normal emergency training, all firefighters and paramedics on staff have Level 1 (Awareness) NFPA 472 qualifications as of April 2002. 210 firefighters are trained to Level 2 Operations NFPA 472 and 78 to Level 3 Technician NFPA 472. In addition we have one Training Officer Level 4 Instructor and 1 Operational Officer Level 4 Instructor & HazMat Coordinator. Further related training includes, Water Rescue Level 1 – 517; Level 2 – 238; and Level 3 – 8: Technical Res. Level 1 – 266; Level 2- 136; Level 3-14: Confined Space / Trench Rescue –169; Advanced Extrication – 369: and Vehicle Extrication – 122.

Type of Training:
MEM (Manitoba Emergency Mgmt) Course – 284 staff
BEP Course – 39 staff
EOC Course – 68 staff
Site Management Course – 53 staff
Emergency Public Information Course – 43 staff

Emergency Health Social Services – 400 staff

2.3 Please see table below

Winnipeg Hazard Analysis (General Assessment)

Event Description	Cause	Risk Potential Rating	Comments
Flooding	Natural	High	Two major – The Red and the Assiniboine - and two smaller rivers – the Seine and the La Salle- collect within the City.
Blizzards	Natural	High	City often on path of "Colorado Low's" or "Alberta Clippers"
Train Derailment	Human-caused	High	Both Canadian National and Canadian Pacific main rail lines run through the City centre, passing places of

			large gatherings and residential areas.
Hazardous Materials Spill	Human-caused	High	Large trucking industry with storage and load transfer requirements. Also, lack of dangerous goods routes.
Tornado	Natural	Medium to High	Winnipeg is located in the Canadian prairie tornado belt as identified by Environment Canada
Severe Spring/Summer weather	Natural	Medium to High	Winnipeg has been impacted by six 100-year storms in the last 9 years. Often only a degree or two away from an ice storm.
Airplane Disaster	Human-caused	Medium	Airport facility neighbors on residential areas on two sides. It provides international flights to both passengers and commodities and several hundred flights to Northern Manitoba with various hazardous cargo.
Gas Explosion	Human-caused/ Natural	Medium	Manitoba soil shifts with frost, which could potential damage, the lines. Also, Winnipeg has a large consumer base in natural gas use underground. Just south of Winnipeg is the Trans Canada pipeline for natural gas. Esso petroleum has its main line passing through the east section of Winnipeg en-route to East St. Paul.
Incident at the Canadian Science Centre for Human &	Human-caused	Medium/low	Identified as a national target for terrorism. Bio hazard materials are delivered and stored at the site.

Animal Health			Mechanical malfunction also may cause an accidental contamination release.

2.4
Resources
Fire Paramedic Service: 1110, Front Line Firefighters: 854, Paramedics: 155, Hospital/Health Services: 27,000 at 7 hospitals plus long term care facilities.
Ambulances: A minimum of 11 at all times plus variable peak to 16, and 2 Multiple Incident Response Vehicles (MIRV).

Fire: Pumpers –21, Pumper/Rescue – 5, Rescue – 3, Ladder – 7, Haz-Mat – 2, Water Rescue – 2, Trench Rescue – 1, plus other specialty support vehicles.
Police: The Winnipeg Police Service consists of approximately 1,139 officers and staff working out of: centralized administration offices, a Police Academy, five District Offices, and numerous community-based offices. Equipment includes 89 patrol cars, 23 – 4 wheel drive vehicles, 101 unmarked patrol cars, 16 community relations vehicles, 12 marked vans, 16 unmarked vans, 12 trucks, 1 mobile crime identification laboratory, nine motorcycles, 1 patrol wagon, 6 boats, 1 support vehicle (converted 17 passenger bus) 1 Command vehicle (converted 17 passenger bus), 4 snowmobiles, 2 all terrain vehicles, 14 trailers, one mobile command vehicle (shared with other City emergency services) one bomb disposal truck and trailer, one underwater search and rescue vehicle, one mobile breathalyzer lab, one truck weight scale, one tow truck and one pick up truck.

City of Winnipeg health care is administered by the Winnipeg Regional Health Authority (WRHA). The WRHA includes the City of Winnipeg as well as the Municipalities of East and West St. Paul, for a total area of 4,077 square kilometers. Approximately 27,000 staff work in health care in Winnipeg. WRHA facilities consist of: four community hospitals, two tertiary hospitals, 3 long-term care health centres, 37 personal care homes, and 16 community health offices.

Plans
City of Winnipeg has up to date:
Emergency Plan
Emergency Information Technology Plan

Emergency Public Information Plan Evacuation Plan Emergency Preparedness Coordination Committee Sector Plans Draft Recovery Plan
2.5 Flood of the Century 1997
2.6 No, City of Winnipeg, Fire Paramedic Services, Winnipeg Police Services are the "First Responders" who will always answer the call. Yet over time Provincial and Federal assistance may be required for recovery and investigation.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

3.1

Co-ordination

The City of Winnipeg Emergency Response Organization consists of the Emergency Control Committee and the Emergency Preparedness and Coordination Committee. These committees provide the direction, control and coordination required to respond to a major emergency situation or disaster. The responding organization will be comprised of the various municipal departments, outside utilities and volunteer organizations as required by the magnitude of the incident.

Project Co-ordination

For the purpose of this project " Hazardous Materials Decontamination Trailer" the Winnipeg Fire Paramedic Service will be responsible for ongoing coordination and maintenance.

3.2 Because Winnipeg is the capital and has a population 630,000 it is very resource full therefore regional assistance may never be asked for.
3.3 Yes
3.4 Yes / No Depending on the magnitude of the event media would most definitely assist, as was the case in 1997 flooding.
3.5 We have a good relationship with our immediate link, being the Province. We are required to go through the Province of Manitoba to request Federal assistance. Thus that link is not as strong.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

4.1 Emergency Preparedness Program has been very active in educating the public and private industry. Emergency Preparedness Program prepare special brochures, mailings, public speaking, trade shows and utilize media opportunities. Emergency Preparedness Program also prepare conferences, posters, school programs, HELP / OK Emergency Signs etc.
4.2 No, not directly. Each sector has contingencies for equipment storage and / or procurement. Private Sectors i.e. Winnipeg Regional Health Authority, Winnipeg Airport Authority, Canadian Pacific Railway, Canadian National Railway, have plans that speak to required resource.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

5.1 Public Education and Public Alert System.
5.2 Training opportunities have been satisfactory, but monies for exercise

development and practice would be great.
5.3 Next to none.
5.4 Disaster Financial Assistance is an equitable program and works for the City of Winnipeg and its citizens.
5.5 Joint Emergency Preparedness Program has not been very helpful. Typically most Public Education programs do not fit the established criteria.
5.6 Not really! Unsure of when OCIPEP becomes a lead agency and when it just offers support. The September 11, 2001 event was a typical example of OCIPEP's lack of direction. This is still the case today.
5.7 No. August 14, 2003 Eastern US and Canada Electrical Black Out, was an example of just how disorganized they still are.
5.8 Yes, I know of the program, but have not seen the cache. Yes, I have procedure information. Unsure if the City of Winnipeg was consulted on the usefulness of the cache.
5.9 The City of Winnipeg has indirect links to these agencies and departments through our Provincial Emergency Measures Organization and through city departmental contacts with similar mandates.
5.10 We are not linked to DND, but DND – Domestic Operations is very involved in local committees and networking opportunities. Our request for DND would go through Provincial Emergency Measures Organization.

Hamilton
Ontario

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

1.1 William Pasel, Emergency Management Coordinator (full- time) with an additional 1.5 staff members (1 full time, 0.5 clerical).

1.2 As of 2001, the total population of Hamilton was 490,268. The total land area is 1,117.1 km^2. The population density is approximately 439 people/km^2. Hamilton is a mixed urban and rural community.

This community includes major industrial facilities, a port, a major airport and transportation hub and yes it would require a mass casualty response in an emergency.

This community has not experienced an emergency/disaster in a number of years. However, the emergency management team has convened on numerous occasions to mitigate potential emergencies. No statistics can be provided at this time.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?
The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?
A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?
How large a fire and how severe an earthquake?

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

The main hazards are hazardous material spills, water contamination, rail accidents, tornadoes and wind storms.
We have a comprehensive emergency management program and training program for the emergency control and support group. That training program includes many of our industrial and community partners.
Yes to points 1-3. Earthquakes are not a serious threat.
We are capable of responding and have the personnel to accommodate a long-term emergency. However, as a community we are always looking to be able to acquire more 'equipment' as we believe that it will assist in mitigating some of our risks.
That the emergency management team worked to the best of their abilities with the available resources at their disposal.
Yes.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

3.1 We have a limited budget to do what is required. We should have at least 1 more person employed full-time to this department (total of 3) plus one full time clerical support staff.
3.2 No idea.
3.3 We are satisfied with the current structure.
3.4 Yes.
3.5 Yes.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

4.1 We use our community partners and emergency services to help promote public awareness.
4.2 NO.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

Number one is education, two is equipment and three is money for rapid intervention teams.

No.

No idea what assistance is coming and how long it will take. The current disaster recovery assistance program spells out how a community is reimbursed but 'theory' and 'practicality' are two different things.

Yes, especially if it involved either the port or airport, both fall under the jurisdiction of the federal government. A formal arrangement should be made and understood by all parties.

JEPP grants should focus on 'mitigation' projects as opposed to preparedness and response.

NO...have no idea what they do in a major emergency. I think they have the opportunity to become a sound educational facility based on best practices. OCIPEP should become more like Emergency Management Australia.

Can not answer that question as I do not have enough information to provide an accurate answer.

Q1. No. Q2. No Q3. No.

Q1. No. Q2. No.Q3. No. Q4. None.

No. Limited but they have the potential to really assist during an emergency (ex. Red River Flood of 1997).

Hamilton
Ontario
(Revised)

Questionnaire on Community Preparedness for an Emergency or Disaster

3.4 (a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).

No our community does not have that ability. However we have a close working relationship with many of our news agencies that allows for us to interrupt broadcasting to convey emergency information to the public.

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-related updates or instructions?

Please see comments above. In addition any community would benefit from having the ability to interrupt broadcasts on demand.

5.3 (a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it?

Based solely on past experiences our city does not expect much from the province in terms of material or financial resources during an emergency.

(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it?

Depending on the nature of the emergency would dictate the involvement of the provincial government. We would expect a response time of no more than four hours to any event that required their assistance. It should be some type of cost sharing involving all three levels of the government.

****************************MEDIUM CITIES***************************

Kitchener
Ontario

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

I have been designated CEMC for the City of Kitchener. I am a career fire fighter of 18 years and have the rank of Acting Platoon Chief. As Acting Platoon Chief I have first hand experience in co-ordinating response crews on scene and applying incident Command and Control.

City of Kitchener is a vibrant and cosmopolitan community and is located in the Region of Waterloo, south western , Ontario.

Area of Kitchener: 33,358.00 Acres, 52.18 Sq. Miles, Population of 190,399

Community has major industrial facilities and is located near waterloo wellington flight centre. Largest aircraft currently flying out and in the airport would not exceed 100 passengers.

1.4 City of Kitchener experiences many routine emergencies on a daily bases which the emergency services routinely respond too. City of Kitchener has been fortunate not to have experienced disasters over the past many years.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

Natural threats to the community are mainly that of severe weather disturbances. (floods, flash floods, tornadoes, etc) Transportation (Rail, Vehicle transport) of hazardous commodities through the community raises concern, as does the possibility of industrial accidents at manufacturing, processing facilities.

I would describe emergency preparedness as adequate at this time. We are diligently trying to achieve our goals and objectives while maintaining fiscal responsibilities.

Major emergencies would include: train tanker-car that bursts and spills a hazardous chemical, facility hazmat release, a flood that causes the evacuation, large area fire.

Major emergency requires a definition. We have the necessary response capability in place to engage major incidents. Law enforcement, Medical Care, Fire Department response is capable and is supported by Mutual Aid Agreements. A disaster would challenge that same system.

A successful response to a major emergency would involve the approach, securing, identification, assessing of the emergency. Planning and implementing an effective response to mitigate the emergency and to facilitate restoration of the emergency scene.

2.6 As first responders, we are prepared to respond to emergencies of all types to safely take action to protect the community and its residents. The City of Kitchener has a Technician Hazardous Materials Response capability. The mitigation plan may well include the request for Mutual Aid and outside agencies to assist as required.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

To date the assets have met the requirement of the community. However, we are continually looking to advance our programs and to obtain the necessary equipment to meet projected requirements. For example, CBRN monitoring, anylizing devices, trench and collapse rescue equipment. Strategic planning identifies and prioritises needs of the department and this is balanced against available financial resources. I would anticipate all emergency response groups have issues with budget restraint and needs.

We would anticipate the response of available Regional Police, Health Care, and the six fire crews (33-38 Firefighters) within four to fourteen minutes. From this point the response agencies would activate Mutual Aid assistance and initiate call-in of off duty personnel. Mutual-aid may take an additional twenty to thirty minutes.

3.3 Incident command and control is used by the fire services on a daily bases. There is and will always be the need to develop interagency co-operation. Unified and centralized structure are not new terms and can be further developed by interagency training.

With the co-operation of CKCO TV and community radio stations, it is possible interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

City of Kitchener requires a listing of relevant Federal and Provincial resources that may be available. Opinion: Training programs delivered at the provincial and federal levels will have the greatest impact if this knowledge and skill is applied at the municipal level by the first responder.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No X Could you elaborate?

4.1 Waterloo region emergency services provide ongoing public education programs. Fire Safety village is a full time educational facility to education the youth of our community. Numerous education program are deliver throughout the community to all age groups.

4.2 We have know warehoused supplies for various emergencies. The City Emergency plan does identify resources and equipment available from various sources.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

5.1 There is no such thing as a federal/provincial rapid intervention. At best, assistance offered Federal/Provincial delayed and is a support role to those Municipal first responders. Federal/Provincial does and can contribute proactively in providing first responders with the necessary knowledge/skill, and equipment to mitigate emergencies quickly and effectively. This action may very well avoid escalation of an incident to a point that outside assistance is required.

I am unaware of funding provided from higher levels of government for training and exercising its emergency plan? However, I am very much aware of legislation changes to Emergency Management that the communities are mandated to complete.

5.3 With respect to the federal/provincial government: I do not have a high expectation from Emergency Management Ontario on scene representative to accomplish much more than the CCG would be able to accomplish. CANUTEC is a good service to the communities and they are willing and capable of assisting communities in collection of data and contacting appropriate assistance on scene. EMO has a similar communications centre system that I have little experience with. The Provincially funded HUSAR (Toronto) is an initiative that could offer a delayed assistance ounce declaration of an emergency is determined . Realistically, the first modified response of this type would be several ours at best.

Our understanding is that there are mechanisms to apply for supplementary funding under conditions of "declared emergencies." I am not aware of a federal fund that is dedicated to assisting communities that have experienced a traumatic event. It should be an issue

5.5 The J.E.P.P. application process is cumbersome in light of recent legislative changes. The governments should examine an allocation to each community for emergency management to be utilized to satisfy local needs in expanding its capacity to manage major emergencies.

5.6 It is difficult to comment as we do not interact on a frequent basis with this group.

5.7 see 5.6

5.8 No

No and not sure unless it is a matter of national security

5.10 No and none

Kitchener
Ontario
(Revised)

Questionnaire on Community Preparedness for an Emergency or Disaster

3.4 (a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).

Response: NO

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-related updates or instructions?

Response: YES

5.3 (a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency?
Response: WE DO NOT

How long does it take for this help to arrive?

Response: DO NOT KNOW – HOW MUCH TIME IS ACCEPTABLE?

Who pays for it?

Response: WE DO NOT RELY ON OTHERS TO PAY BUT WOULD SEEK WHATEVER ASSISTANCE BECAME AVAILABLE.

(b) In the event of a future major emergency, how much help would your community need from the provincial government?

Response: DEPENDS ON EMERGENCY BUT NOT A LOT OF RELIANCE ON THE PROVINCE.

THE ASSISTANCE PROVIDED FROM THE PROVINCE IS ALL WELL AND NICE, BUT IT IS DELAYED AT BEST AND MAY BE VERY COSMETTIC IN THE

BIG PICTURE. THE COMMUNITIES FIRE DEPARTMENT IS A FIRST RESPONSE AND IS ON SCENE WITH SIX MINUTES TOATAL REFLEX. IT IS WITH THIS FIRST, IMMEDIATE RESPONSE THAT THE MAXIMUN NUMBER OF LIVES WILL BE SAVED AND EMERGENCIES WILL BE MITIGATED BEFOR THEY ESCALATE. WE SHOULD LEARN FROM THE AMERICAN EXPERIENCE, AND REALIZE WE MUST ENSURE THE KNOWLEDGE AND SKILL IS IN THE HANDS OF THOSE PERSONS THAT CAN BEST DELIVER THE SERVICE.

What would be a reasonable time limit for this help to arrive?

Response: IF IT WAS OFFERED, 2 HOURS

Who should pay for it?

Response: THE PROVINCE

NOTE: THE CITY OF KITCHENER FIRE DEPARTMENT HAS BEEN DILIGENT IN PROVIDING OUR COMMUNITY WITH THE BEST POSSIBLE ABILITY TO ADDRESS EMERGENCIES OF ALL TYPES OF EMERGENCIES. WE STRONGLY BELIEVE IN THE HELP YOUR NEIGHBOR CONCEPTS AND HAVE A HISTORY OF PROVIDING RESPONSE OUTSIDE OUR COMMUNITY, WHEN REQUESTED.

I HAVE APPRECIATED THE OPORTUNITY OF PROVIDING IMPUT INTO THIS PROJECT AND AM HOPEFULL THAT CHANGE WILL HAVE SOME IMPACT IN THE FUTURE.

London
Ontario

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

Bob Hansen, currently Community Emergency Management Coordinator.
Fire Fighter since 1976; 5 yrs. as a Captain, 3 as London's Deputy Fire Chief;
EMO Partnerships for Safer Communities Advisory Committee member;
Coordinator of planning, training, and implementation of London Fire Services Hazardous Materials Response Team. (60 Qualified to NFPA Technician Level, 340 qualified to Operations Level)
Liaison with major local industries and hospitals in regards to emergency planning issues, developing industrial emergency plans and coordinating response with municipal agencies.
Developed London's Hazardous Materials Management Plan.
Multiple certificates in Emergency Planning, Domestic Preparedness for Terrorism, and EOC Operations from Emergency Management Ontario, Ontario Fire College (Ontario Fire Marshals Office), FEMA (USA) and Canadian Emergency Preparedness College;
Speaker at numerous presentations and seminars regarding Emergency preparedness, industrial hazardous materials management, and Hazardous Materials Response protocols.

NOTE: As discussed with Grant Dawson.

I welcome this Federal initiative as being both timely, in view of our changing social environment, and worthwhile, due to our increased dependency on infrastructure. My background in emergency operations encompass perceptions and experiences obtained from riding the back of a Fire Truck in direct response, through to emergency program planning at senior Municipal Government, and Provincial levels. I would embrace the opportunity to provide further input by participating on a Working Committee.

London is approximately 670 sq. km. with a population of approximately 340,000 citizens.

London has a small international airport and a number of major industries, 3M, GM Diesel, Seimens, and Labatts. Two 400 series hi-ways and both major railways pass through the City.

Our Emergency plan has been activated in the past three decades to deal with tornados, snow storms, a natural gas emergency and power outages. The records are not readily available.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?
The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?
A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?
How large a fire and how severe an earthquake?

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

2.1 Natural; Weather events, Flooding
Man-made; Transportation accidents, chemical releases (Fixed site and Transportation), Energy Emergencies.

2.2 We are solidly at the Essential Level with many components at the Enhanced Level (EMO standards)

2.3 A major emergency is defined when it overwhelms our response capabilities and the consequences present unacceptable hardship for our ratepayers. The degree of damage caused by the listed events would most likely trigger activation of our Emergency Control Group. The scope of the event along with our response capabilities would dictate whether or not an Emergency is declared.
(London did not declare an Emergency during the Aug. 03 power outage)

London has emergency plans outlining departmental responses to most emergency situations. Resources have been matched to response protocols. These plans are actively reviewed on an annual basis as per Provincial Legislation (Emergency Management Act).
Acceptable response results in London would be measured by the achieved results in regards to the scope of the event vs. response capabilities.
London has a viable Technical Service Department and a first rate Haz Mat team capable of handling a wide range of chemical, biological and cyber-attacks. We would lean heavily on provincial and federal support to deal with major events involving the above and for most radiological/nuclear releases involving more than minute amounts of radioactive materials.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

3.1 London, with a population of 340,000 has a substantial depth in response capabilities; 12 fire stations with 343 firefighters, approx 600 police officers, approximately500 environmental services staff, an in depth community services department, corporate communications personnel, plus the equipment and resources from many other departments. There are also active emergency response relationships with the EMS provider, hospitals, health unit, major volunteer organizations and private industry.

3.2 London has the capability to respond and accurately assess, determine and request the resources needed to deal with any emergency. In most cases, dependant upon the geographical scope of the event, we would expect Provincial support to be activated and arrive in the Community within hours and certainly within the first 24 hours.

3.3 London has a workable, yet older communications system. Over the next four years, both Police and Fire radio communications systems, now about 10 years old, will be replaced with state of the art equipment.
Our Unified Command procedures allow for timely and concise communications amongst the Emergency site Responders and with the EOCG. The Communications plan, triggered by the EOC, partners with local media outlets to get situation reports and direction to the public.

We have this ability through the cooperation of the media.

3.5 The links to the Province, through EMO, are well established. Information, communication and facilitation exchange between the community's emergency planner (CEMC) and EMO area representative is well established.
Federal links are facilitated through the EMO.
There is little direct funding assistance available from the Province to Municipalities. The JEPP program is laudable, however the method of applying for financial assistance could be enhanced in the area of emergency planning initiatives. A JEPP application must be submitted in the fall of year 1. Once submitted, the Municipality must wait until May of year 2 for approval. This method does not support municipal budgetary processes in determining year to year emergency planning activities.
Further funding, necessary to facilitate emergency operations training programs that fall outside of a departments normal core services, is necessary to maintain a level of service delivery consistent with emerging National Standards (Emergency Management Act, NFPA 1600). All

municipal departments have been pared back to the minimum levels necessary to provide core services. After 911, emergency planning/response activities have been recognized as being essential, however municipal budgets, historically developed to accommodate core services and pared to the bone over the last decade, do not have the depth to properly address emerging, standards based, emergency planning initiatives. The JEPP program could be reviewed with a view towards enhancement in this area.

OCIPEP has an excellent program in providing Public information literature to municipalities at no charge. Well done!

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

4.1 Our public information program is ongoing. Past public information programs have dealt with providing the public with information to become self sufficient, should critical infrastructure services be interrupted. We are currently developing a 'general hazard' preparation campaign for the fall. Future Programs will align with specific hazard preparations and activities.

4.2 This was completed, on a departmental level, in preparation for Y2K. The information, gathered for Y2K, is currently being updated and centralized in accordance with the mandates outlined in the Emergency Management Act.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

5.1 As described in 3.5, the current application process for obtaining funding for emergency response initiatives does not fit well into the municipal planning process. Many emergency planning initiatives have been mandated from the senior Government level, with the financial responsibilities to implement these initiatives resting squarely upon municipal coffers that have been pared to the bone.

5.2 NO!

5.3 If support activities from the Provincial Government are necessary, we would expect this assistance within hours. The amount and nature of this assistance would be dependant upon the nature and severity of the event. Federal Assistance from the Federal Government is accessed through EMO. Due to this extra step, Federal assistance necessary to mitigate the effects of the event may be longer in coming. Initial arrival of assistance from the Federal agencies to deal with the event itself, (e.g. military, CBRN etc.) would be expected within 6-8 hours of our request.

5.4 Should Federal assistance be necessary to deal with issues stemming from a crisis event in Ontario, the request process is formalized through EMO.

5.6 The process of applying for JEPP grants does not fit into the municipal planning and budgetary processes. For example, we cannot schedule a training program to implement equipment obtained through JEPP until we are approved for the grant. This approval is not confirmed until well into the year the equipment will be purchased, creating a Catch 22 situation for planning training programs.

5.7OCIPEP could expend more energy in the area of educating the public about their organizational initiatives and activities. I believe that if one were to canvass people on the street regarding OCIPEP, the vast majority of the people would not know what services this Ministry provides.

5.8 Yes to all. The caches are monitored and maintained through our Health Unit. The Medical Officer of Health is an integral member of our EOC and sits on any relevant emergency planning committees.

5.9 No. Any information or assistance from these agencies will normally be received through EMO or the Province's Police community.

5.10 DND assistance to London will be initially activated through the EMO.

Grant,

Please pass our appreciation to the Senate Committee for the opportunity to provide input into this survey. If you have any questions or inquiries, do not hesitate to contact me @ 519-661-4468 or rhansen@london.ca.

St. Catharines
Ontario

Community Prepardeness Questionnaire

Steve: The following is a very brief synopsis to the questions that were asked. If I have skipped over a question it is because I wasn't sure or wasn't comfortable answering the question.

1.1) Daryl Whiteley-Assistant Chief of Operations -St.Catharines Fire Services
-CEMC
-been with department 24 years mainly in suppression.
- been Ass't Chief for 3 years and CEMC for 1 year.
- have been involved in Emergency Response Planning for past
- year.

1.2) St.Catharines covers 99 square kilometers. It covers approximately 18 kilometers in an east west direction along the shores of Lake Ontario and runs from Lake Ontario to the Niagara Escarpment roughly 6-7 kilometers.
Population approxiately 140,000.

1.3) St.Catharines is mainly an industrial town with 2 General Motors plants several paper mills and 2 auto plant parts makers.
Our community is roughly 9 miles from the United States at the closest points. The Queenston Lewiston Bridge and the Rainbow bridge in Niagara Falls are in close proximity to our community.
Buffalo Interantional Airport is approximately 50 kilometers away and St.Catharines is also on the flight path to Toronto's Pearson International. (50 kilomerters)
Major transportation corridors- Q.E.W./ 405 and 406 series highways.
Major rail lines.
St.Lawrence Seaway/Welland Canal

1.4) Most recent emergency- summer of 2003 Blackout.
Major snowstorms
High winds.
Transportation accidents.
(Statistics not available)

2.1) See above. Also industrial town.

2.2) Currentely updating emergency response plan to meet the requirments of the Bill 148. The Emergency Management Act.

2.2) Being on major transportation corridors a major accident is most definitely possible. Industrial accidents strong possiblity. Being close to border could involve international terrorism.

Emergency response plan is currently being updated
Full time fire department (160 firefighters)
Regional Police and EMS.
Currently developing a Regional Hazmat/CBRN team to respond to any incident beyond the scope that the local jurisdiction can handle.
Niagara Region encompasses 12 municipalities. Regional has a E.R.P.
Each of the 12 municipalities has a mutual aid plan.

2.5) Municipality is a two tiered system. If local municipalites cannot mitigate the situation then mutual aid and the regional teams would be activated. If the incident goes beyond this then the province would be notified to activate their team.

2.6) Regional Team would first be deployed and backed up by Provincial team.

3.1) See above answers. Financial resources not available

3.2) Regional assistance should be available within an hour.

3.3) Command and communications are currently in place but are being updated with implementation of Regional with ongoing training.

3.4) ________

3.5)

4.1) Will be publishing emergency info on city's website. Public awareness is part of the Essential level for the Emergency Management Act.

4.2)

5.1) Funding for equipment and personnel should be the governments priorities.

5.2)

5.3) Help is available from the province. Assistance could be 4 hours away. Province would pay for it.

Questions 5.4-5.9.
Not able to respond.

Victoria
British Columbia

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

I am a former Naval Officer, who was attached to Armed Forces Marine Rescue in C.F.B. Comox, where I commanded a minor Naval Vessel involved in search & rescue duties on the west coast. I am also an instructor with the Justice Institute of B.C., Emergency Management Division. As a private pilot, I fly with CASARA Rescue. My position with the City of Victoria is as the Emergency Coordinator

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

The community is 150 years old, mostly urban, with some small rural patches. The core population is approximately 150,000 in an area of approximately 35 sq. km. Greater Victoria serves a population of approximately 350,000.

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency.

Victoria is a seaport community, with U.S.A. border accesses leading by ferry and float plane to Port Angeles, Friday Harbour, and Seattle Washington. Shipbuilding, and ship repair is the largest commercial activity within the City's borders.

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

Rarely anything of significance. Major impacts have been weather related, such as the Blizzard of 1996 which shut down the City for 3 + days due to record snowfalls over a three day period. Although a state of local emergency was not declared, (it was a borderline case) military reservists were deployed to assist with the transport of many medical cases to hospitals, as regular emergency vehicles found roads impassable.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

Weather extremes affecting a normally moderate climate hold the highest risk. There is a potential for devastating fire, as the City has very old heritage type buildings relatively close together. This City is also in an earthquake zone, and has experienced several seismic movements. The most significant of which was in February of 2001. A tsunami is a potential threat, although considered as low risk. Victoria is also home to the Pacific Naval fleet, and does occasionally host visiting nuclear powered warships from other nations. A marine fuel spill presents some risk, and has occurred on a few occasions. The City's harbour has also been declared an airport, with very many float plane landings and takeoffs daily. Conflicts with surface marine traffic, presents some risk elements.

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

Improving over time as training and awareness increases. The City has adopted the BCERMS model of Incident Command, and is training staff and volunteers to this widely accepted standard. The City's emergency plan is updated and exercised annually. Inter agency emergency exercises are conducted more frequently than they have been in the past. There is heightened inter-municipal co-operation aimed at emergency responses.

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?
The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?
A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

2.3.1How large a fire and how severe an earthquake?

Rail traffic into the City is very limited. Marine shipping and highway truck transport does bring hazardous materials into the City. The other three examples listed are applicable, with the latter being the highest risks identified in our risk analysis. Fires amongst old, closely placed buildings are a real concem. Being in an active earthquake zone is also an elevated concern. The City's Fire Department is small, with 24 members present during regular shifts, serving the needs of 130,000.

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

The City ranges from being moderately, to well prepared to meet most emergencies, and is improving annually. Response plans are in place and are being exercised and refined. Increasing numbers of personnel are being trained in emergency preparedness; volunteers are being recruited and trained in emergency preparedness. Equipment is lacking in some areas, but is being worked on to improve in numbers and types as funding permits. Shared resources are being identified, and mutual aid agreements are being developed and implemented.

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

A successful response would consist of containing the crisis, managing it with minimal loss of life and property damage, and seeing a speedy recovery process and quick resumption of business. Provincial and Federal help is known to be slow in coming, as has been experienced in the past. This is particularly noted of late due to the removal of the local army units (P.P.C.L.I.) to Northwestern Alberta, and reductions in the size of manpower of what is left in C.F.B. Esquimalt. Recent changes in protocols to dispatch the Naval Dive& Bomb Disposal Unit, the D.N.D. fireboat, and the D.N.D. HazMat team will also contribute to increases affecting a timely response. On the other hand, the offer of personnel from H.R.D.C. to assist in emergencies, is looked upon favourably.

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

Yes. A fully equipped and trained Civic team is not in place to deal with such issues. Costs of equipping and training a suitable Team remains a significant challenge, but is being planned for none the less. Funding will be the biggest issue.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

Money for emergency response(s) comes as a low priority in a field of intense competition for limited operating budget funds. Ageing infrastructure and economic development programs seem to take precedence. Outside of professionals (f.t.e. police, fire, ambulance) emergency response personnel are recruited on a volunteer basis. This is limited due to time commitments, transience, and an ageing population. Equipment is very basic and generic; some of it quite old. The City would be hard pressed to manage a prolonged emergency situation with its own personnel and resources.

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

The City could be overwhelmed immediately if an earthquake were to strike with severity, and cause a lot of fires. Ageing infrastructure in the way of utility services (underground services of water, sewers, storm drains, communications cabling, and natural gas pipelines,) would be seriously affected. Roadways and bridges would also be severely impacted due to underlying geology. Being as we are on an island, regional assistance arrivals would depend largely on the damage / operational status of 3 ferry terminals and local airport conditions.

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

If anything, this is one of the strengths of the Emergency Plan. Commercial radio is backed up by an active Ham Radio network.. The whole Capital Region is in the final stages of activating an $18 M integrated communications system for police fire and ambulance. Centralized and consolidated dispatch is being considered as an addition to this system. Existing municipal E.O.C.'s exercise annually.

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

Again, this is one of the strengths of the current emergency plan. We have in place a mutual aid agreement with all local radio stations and television stations for emergency broadcasts and dissemination of information and instructions in the event of an emergency. This will be done without fear of upstaging each other or obtaining "exclusives". It has been agreed that all information will be shared with each other, and disseminated in the same text or context, so that the message is consistent.

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

We enjoy a good working relationship with the Provincial Emergency Program and with the Federal Office of Critical Infrastructure, Protection and Emergency Preparedness. However, there is always room for improvements, and they are to be encouraged. There are some disappointments however. Transport Canada, for example, after protracted negotiations, has adamantly refused to contribute to the funding of what we feel is adequate fire protection of the Victoria Harbour Airport. Victoria has very limited waterborne firefighting capacity. It does not have a fireboat, and relies on borrowed or contracted un-manned watercraft to provide this service. Given that it takes only 90 seconds for a fuel fed fire to burn through the skin of an aircraft, the survivability of a downed aircraft's occupants in a potential harbour crash is minimal. The flight path for landing aircraft is over the civic core. This same agency on the other hand is insisting and is extracting "market value" rents on waterfront property leased by the City.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

The Victoria Emergency Program offers workshops and seminars to businesses and residents alike. It offers emergency awareness and education seminars, and provides basic training in firefighting, light urban search and rescuce and first aid.

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

A 5 year capital program has been initiated to provide basic emergency supplies to all civic owned buildings and staff for a period of 72 hours. We have also established emergency containers for reception centre setups in 8 of 13 neighbourhoods. Beyond that, there has been no warehousing of materials or supplies, as there are very limited places to store them in quantities deemed necessary for a City of this size.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

In our case, concentrations should be in the form of provisions of temporary shelters, feeding, and medical attention of up to 150,00 people. A fully trained and equipped CBRN and HazMat team is also of importance. This would be closely followed by provision of equipment to deal with specific weather related perils and generic emergency survival educational requirements.

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

The JEPP Grant program is to be applauded and continued. However, items qualifying for grant approvals should be re-visited, and expanded. Cost sharing of major capital items is to be encouraged, but to date has had limited successes for this City due to tightness of budgets and being required to come up with total funding "up front". This discourages some Civic politicians from supporting and participating in the process. They don't see the partners as committed to the application, rightly or wrongly.

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

Assistance from the provincial government, through the Provincial Emergency Program can be immediate. Provincial Government offices occupy several buildings in the downtown core. Certain crisis situations are 100% funded under established provincial guidelines, but managed by Civic jurisdictions. Such applications experienced so far have worked well to date. A major emergency may quickly deplete provincial resource deployments however, giving protracted delays in effecting responses.

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

As described earlier, Victoria is home to the Pacific Fleet. Should there be a nuclear release in the harbour, or an accidental munitions explosion, or a major fuel spill from the fuelling facility, it could have long term effects on the community that we are unprepared to deal with. A recent shipboard fire in the federal graving dock has been tied up in the legal system for five years. To date, federal involvement has been minimal in emergency events, and after the fact settlements have been usually tied up with lengthy political and bureaucratic wrangling over responsibilities. Anything to enhance and speed up settlement(s) in a positive, constructive manner would be of benefit to both jurisdictions.

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

Again, continuance of this program is to be strongly encouraged, and if possible expanded to include additional items receiving consideration for funding. We have successfully received funding for emergency equipment, but have sufficient numbers of equipment that currently meets approval guidelines. We need other types of equipment that is not JEPP Grant applicable.

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

We have participated in OCIPEP exercises in a minor capacity (exercise Cascadia Response) with the local office. Future exercises should include and address local issues, which for us are equally as important as national ones, and more likely to occur. Response is all about working relationships with the people involved in leadership capacities.

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

We certainly hope so. Although we have a good relationship with the local office, it has been very limited in scope and we don't always get exposed to the "big picture". Provided civic leadership is included in the decision making processes early, there should be no problems.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

We host a very old, 200 person crated up field hospital unit. It has not moved in years, and its condition is unknown, other than antiquated.

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

We have not had any experience with CSIS. CCRC plays a role in our written emergency plan and are being included in recent CBRN planning sessions.. Other than the provision of trained personnel to be deployed into specific roles, not much help is expected from them.

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

Yes. D.N.D. could end up playing a major role in a significant event occurring in Victoria. The local army militia was a significant contributor in the Blizzard of '96. The D.N.D. HazMat team was recently deployed to a major hospital chemical spill event, a few months ago.

Halifax
Nova Scotia

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

My Name is Peter Bigelow with the Halifax Regional Municipality. I am the Manager of Real Property Planning and also the Deputy Co-coordinator of Emergency Measures. I have worked in emergency preparedness since 1997. I have been involved with co-ordinating several major response situations including Swiss Air Crash 111, Kingswood Forest Fire, CN Propane Tanker Derailment in Dartmouth, September 11 Divertment of Flights to Halifax, Eastern Passage Forest Fire, Hurricane Juan as well as a number of smaller emergencies, which required interagency co-ordination. I have been fortunate to be trained at the Emergency Preparedness College in Ottawa, as well as taking Nuclear Emergency Response through DND and various other municipal and provincial training sessions and exercises.

The Halifax Regional Municipality was created in 1996 through the amalgamation of the City of Halifax, city of Dartmouth, Town of Bedford and County of Halifax. It is approximately the size of Prince Edward Island and made up of hundreds of distinct rural, suburban and urban communities. The population is 360,000 persons (2001 census) but has enjoyed approximately 5% growth since that time

As a strategic Eastern North American Port on the great Circle Route and the home of Canada's East Coast Navy the city is visited by international shipping and foreign naval vessels. The combination of deepwater port and direct rail, truck and plane routes makes HRM a gateway to Western Canada, the Atlantic Seaboard and Midwest United States. Halifax International Airport handles over 77,000 plane movements and almost 3 million passengers annually. Over 700 planes fly over HRM making landfall daily. During the 2003 season 104 cruise ships will visit HRM.

HRM is the centre for provincial and regional federal services in Nova Scotia and Atlantic Canada. It's growing offshore petrochemical and support industries, rating as one of the ten top places to do business in North America and unique and attractive lifestyle further position HRM in North America.

It is well known that the municipality is versed in dealing with crisis and emergencies. As a primary centre for the re-supply of Europe during two world wars, the communities around Halifax Harbour played vital roles in supporting the war efforts and unfortunately came to know the risks through the Halifax Explosion of 1917 and the Magazine Hill Munitions explosion of 1945. More recently HRM has provided emergency response to the following Major Multi Agency Response events.

Liquid Butane Train Derailment - Dartmouth - June 1997
Swissair Flight 111 - Peggy's Cove- Sept 1998
Gasoline Tanker Truck Spill - Spryfield - Oct 1998
Kingswood Forest Fire - Hammonds Plains - June 2000
9/11 Operation Sleep Over - Halifax International Airport - Sept 2001
Propane Train Derailment - Dartmouth - Feb. 2002
Eastern Passage Forest Fire - Eastern Passage - May 2003
Grain Elevator Explosion - Halifax - August 2003
Hurricane Juan - Sept 2003

A number of smaller events (i.e. apartment building fires, smaller evacuations) occur annually which EMO assists with in terms of interagency co-ordination often helping to marry human services agencies with emergency response. This instances might occur 3-4 times per year.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 *For your community, what is a major emergency? Would any of these examples qualify?*

A train tanker-car that bursts and spills a hazardous chemical?
The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?
A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?
How large a fire and how severe an earthquake?

2.4 *How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?*

2.5 *For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?*

2.6 *Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?*

As mentioned previously HRM does have some major hazard exposures. Its location on major shipping and flight paths means that it is one of the nearest land bases for vessels and flights in distress. An oil refinery, home of the East Coast Navy, DND operations for Atlantic Canada and being a being a major NATO and container port contribute to risk. Natural disasters are relatively common and include, localized flooding, hurricanes, winter and ice storms.

Fortunately HRM stands well prepared for emergency response. An all hazards approach has allowed HRM to successfully deal with and mitigate the major emergencies listed above. HRM regularly exercises its emergency and service departments as well as conducting joint exercises with federal, provincial agencies and departments.

HRM would qualify the following as Major emergency
A train tanker-car that bursts and spills a hazardous chemical?
The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days?
A flood that causes the evacuation of 1, 000 people and up
A fire which caused the sustained need to evacuate 500 persons. HRM has no experience with Earthquakes.

HRM has an all hazard emergency preparedness plan as well as an evacuation plan. Exercises are carried out often involving a number of agencies. HRM has to acknowledge that because of the strong presence of provincial and federal agencies located within the municipality it is not difficult to get other agencies and NGO's to participate in exercises and real emergencies. This may not be the case in other parts of the province and country.

While we know from experience that every situation is different, HRM generally measures its success in terms of avoidance of events, successful mitigation of an emergency situation (protection of people and property) during an event, reduction of the potential impact of an event and recovery after the event. In situations where the jurisdiction lies with the province or federal government, our measure of success measures lie in how well we assist the lead agencies to meet these goals.

Yes, HRM would rely on significant contributions from the Province and federal government in CBRN situations. More so than in other situations. However, we are designed for joint operations with other levels of governments, agencies and NGO's. The level of participation/dependence upon other agencies is determined by the nature of the event.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

HRM is prepared as it can be in light of the host of other challenges that face a municipality. There is redundancy in our systems to allow us to ramp up to proper levels and to sustain ourselves for more extended periods of time. This has been proven through experience. However there are limits and there are situations which would require extensive outside assistance. Our nature is to help other people and we expect the same in times when we have need of assistance. Our job is to recognize these limitations and make the request before a situation becomes critical. In these events we would be looking to have additional assistance in place within 24 to 48 hours, again depending upon the emergency.

HRM's system of Joint Operations may be unique in the country. It provides a unified Joint Emergency Operations Centre to manage a host of different situations. Federal, provincial and municipal operations centres are housed under one roof where staff can liase, meet, problem solve and communicate with relative speed and ease. This system has proven itself since it opened in September of 2001. On site HRM relies on an Emergency Site Management system which co-ordinates responding directly to the emergency and is in constant contact with the Joint Emergency Operations Centre for support. This relationship extends into daily operations as regular offices are also on the same floor. This creates a close relationship. HRM has two police forces for police protection. The Halifax Regional Police in the urban and suburban areas and the RCMP in the rural and some suburban areas. Command and administration for both forces are co-located for better co-operation and resource/information sharing on a daily basis.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

HRM can be doing better in terms of personal emergency preparedness. It is an area that requires a sustained effort in terms of resources and personnel that we currently do not have.

In terms of warehoused supplies we are aware of field hospital and medical supply stocks which can be readily accessed. The necessary relationships and contacts exist to access these stocks. In terms of other supplies HRM is reliant upon local suppliers rather than warehousing.

Warehoused stocks can become dated and of little use if not turned over.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 s the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

Extensive testimony was given to the Senate Committee on National Security and Defence on September 23, 2003 morning session in Halifax. Please see those minutes as they convey a great deal of detail that will relate to question #5.

Halifax
Nova Scotia
(Revised)

Questionnaire on Community Preparedness for an Emergency or Disaster—Revised Questions

(a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-related updates or instructions?

(a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it?

(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it?

PLEASE INDICATE RESPONSES HERE

No the Halifax Regional Municipality does not have the ability to unilaterally interrupt broadcasts to advise the general public of an emergency situation. We rely on issuance of general press releases and notifications to local broadcasters. This system does rely on the cooperation of broadcasters. We believe that HRM and Nova Scotia would benefit from an emergency broadcast system. HRM does participate in a public information FM broadcast station with a local range.

As the major urban centre for the province and the seat of the provincial government, HRM has access to a great deal of provincial assistance. The Joint Emergency Operations Centre which is the permanent home to HRM Emergency Measures, Nova Scotia Emergency Measures and OCPEP offices means that in any emergency municipal, federal and provincial emergency management operations is on the same floor in the same buildings. This aids greatly in overall response to municipal needs. To this date the Province of Nova Scotia has been very good about working with HRM to pay for emergency services. HRM has a good deal of resources at its disposal. Relationships with the Province, military and a host of other agencies help fill the gaps. Co-location of emergency operations during an event means that decisions on resources can be made face to face and quickly. HRM has come to expect and rely on this level of co-operation and co-ordination from the Province to be successful in emergency response situations.

Windsor
Ontario

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

I am the community's Fire Chief, County Fire Coordinator and the Community Emergency Management Coordinator (CEMC). I have 36 years experience in public safety; 14 years as a firefighter, 8 years as a fire services advisor with the Office of the Ontario Fire Marshal, 5 years as Deputy Fire Chief for the City of Nepean and 9 years as Fire Chief for the City of Windsor. I have been appointed by the Fire Marshal of Ontario as the Fire Coordinator for Essex County and as such I am responsible for the maintenance and implementation of the County Emergency Mutual Aid Plan and Program. I have been certified by Emergency Management Ontario as a Community Emergency Management Coordinator.

Windsor, Ontario borders Detroit, Michigan and is a highly industrialized centre, 145.7 sq. km. with a population of 207,000 people.

Yes. This urban centre operates an airport, has a fairly active port due to the location of the Detroit River, has a bridge and tunnel for access to and from the U.S. and is Canada's busiest crossing point. On average 16,000 trucks a day pass through the city, to and from the United States. Windsor has a salt mine, underground liquefied petroleum storage and is the home of Daimler Chrysler Canada Headquarters, 3 Daimler Chrysler Assembly plants, 4 Ford Motor Company of Canada assembly plants and 1 General Motors transmission plant. There is a large sector of tool and die and injection mould facilities servicing the automotive sector. The city has a university and a community college and has partnered with industry to have an engineering school of excellence. Recently a satellite medical school has been established to help foster and attract physicians to this under-serviced area.

The municipality has experienced one declared emergency in the last five years during the 2003 major power outage, however, we have deployed and operated out of the Emergency Operations Centre for large scale events as follows:

2002 – Ice storm – 5 day duration
2001 – September 11th – 7 days in duration due to US border crossing
2000 – Organization of American States symposium in Windsor
2000 – Y2K events
1999 – Major accident on Highway 401 involved 85 vehicles and 4 deaths

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?
The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?
A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?
How large a fire and how severe an earthquake?

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

We are in the process of completing our community risk assessment, however, the main areas of concern with a high probability and significant impact involve the following:
Weather – including tornados, major thunderstorms and ice storms.
Nuclear release due to close proximity to Fermi II in Michigan (nuclear power reactor).
Major power outage.
Chemical emergency by transportation, at a fixed site or by marine transportation.
Major transportation accident due to high volume of cross border traffic, congestion and high volume of trucks.

Our local emergency preparedness I would rate at good. Under the guidelines issued by Emergency Management Ontario our community has most of the essential components in place and/or documented as well as a good number of the enhanced components in our preparedness plan.
We have a Community Emergency Coordinator.
We have an emergency plan and by-law passed by Council. Both the plan and by-law have been revised and will be presented to the new council in January 2004.
We have an equipped emergency operations centre with dedicated phone and computer lines, emergency power, audio visual aids, satellite phone and satellite TV as a back up.
We conduct annual exercises and have had to activate all or portions of our plan each year for the last 4 years.
We have a 24-hour fan out notification system through our fire dispatch centre.
We have established citizen inquiry lines and procedures.
We have information coordinators for public information and awareness.
We have a public information program and training to name a few.

A major emergency is anything that taxes all of the day-to-day resources of a community, requiring that community to acquire assistance from neighbours and senior levels of government. In addition, that situation has a potential for injury, loss of life and significant property loss.

Refer to 2.2 – We have the plan and the training in place.

The first priority is to lessen the impact of life safety, the second priority is to contain the incident and aim at mitigation and the third priority is property conservation. Fortunately we have the support of the Provincial Government, however, we lack any assistance from our Federal Government. It doesn't exist.

Windsor has a dedicated Chemical, Biological, Radiological and Nuclear Response Team in the fire department, designated by the Province. We can deploy locally or elsewhere in the province or Michigan. We do need assistance from other levels of government but again there is not much available from the Federal Government. Very much different than the United States.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

(a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-releted updates or instructions?
3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

All departments in the city budget for normal day-to-day operations. Public safety agencies do try to budget some contingencies for they can predict from past experience that extra ordinary circumstances will develop from time to time and those resources will be needed. We do have an emergency planning budget but not enough to handle a major emergency. We have a by-law allowing for expenditures during an emergency without Council approval. The fire services maintain a secure cash float of petty cash to help for extra supplies at the outset of an emergency for those items that are required quickly and cash may be needed to make the purchase. Public safety, including fire has automatic call back procedures for additional staff and we have built redundancies into our systems, equipment and human resources for extra ordinary events.

Depending on emergency, resources could get depleted within the first hour. Additional resources from other communities could be minutes to hours away depending on the situation at the time for our mutual aid partners. For example, if a tornado were to touch down and the impact area included our surrounding communities, then help will have to come from a further distance which will take more time. We are vulnerable to the extent that our closest neighbour having the most resources is in another country, making an international agreement a priority.

We hold training sessions with allied agencies during the year including Ambulance and Police. Our emergency plan incorporates a unified command structure for all agencies. It is a training issue. Unified command training requires much cooperation and team building on a day-to-day basis. We have made great progress removing the barriers for communications. City Police is the 9-1-1 server for the City while the County use OPP for County 9-1-1. Windsor Fire has a separate dispatch centre, however, we dispatch for 5 of the 8 fire departments in the City and County. Police dispatching is separate in the County and Ambulance dispatch is still operated by the Province. The ambulances are on a provincial 400 MHz system, all city departments use an 800 MHz simulcast radio system and the County is fragmented on a 150 MHz system. The greatest impediment is the small rural municipalities wanting to do their own thing. Political barriers have been prevalent rather than administrative barriers. Most fire chiefs would prefer a single system, however, the Police like to go their own way. Ambulance should and could be integrated with fire dispatch; however, Provincial Ministry of Health has decided to retain ownership and dictate policy in regards to their priorities.

(a) No. We do get the cooperation from the media to assist us, however, we are not able to have direct access.

(b) Yes, we do depend on and do get the support of local media. The County has a reverse 9-1-1 system for phone fan out and the city is looking at a parallel system. Yes, we could benefit from having authority to interrupt broadcasting.

We have sufficient regulations from senior governments but not enough advice, assistance and funding.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

- Radio messages

TV ads
Newspaper ads
Special publications for homeowners
Pamphlets
Mall displays
Citizen surveys
On hold services – tips for preparedness on phone while on hold.

Yes/No. We have some stock, however, we know through our prepared partnerships where to acquire the supplies for most prevalent emergencies. The business community is extremely responsive, generous and helpful.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

(a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it?

(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it?

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

- The Province should continue to fund the CBRN response teams ie. Ottawa, Toronto, and Windsor. Likewise, urban search and rescue from Toronto team should be maintained and continued.

- More funds for training and exercises are needed.

- More research and development dollars for new technology. The Federal Government needs to help create a market so that new technology can be purchased and older technology can be recycled to low end users. None of us can afford to keep up with new technology without having a way to recoup some residual value from the older equipment. Thermal imaging is a good example. The camera we bought 5 years ago cannot compare with the size, price and effectiveness of the new model. How do we keep up with the new? Create a market for the old for smaller communities or other countries les advanced. Perhaps Canada could send equipment instead of money. Keep technology flowing.

No. We have received more from the Province than the Federal Government, however even that has been reduced due to SARS. JEPP money is scarcer and so is OCIPEP. Both levels need to increase money available for training, exercises and new technology.

(a) We have been fortunate with help from:
Ontario Provincial Police
Ministry of Transportation
Office of the Fire Marshal
Emergency Management Ontario
Chief Coroners Office
Forensic Services

The above named provincial resources are very active with us both in a planning and response sense. We have acquired their assistance on numerous occasions and help is only a few hours away. All but M.T.O. are in the same Ministry now named Ministry of Community Safety and Correctional Services to date, the province has not charged us for extra services.

(b) In the event of a major emergency we would need additional policing, fire, transportation assistance, public works, coroner's office, emergency management assistance, social services, and EMS. These services would be essential for help. We strive to be sufficient for 72 hours; however, we would truly need the help within a day in order to be sustainable. I believe that the province and/or Federal Government should pay.

Our understanding, except for R.C.M.P. and perhaps limited Coast Guard help, assistance is not available from the Federal Government. The U.S. has FEMA. We do not. We do not count on our Federal Government. I will have assistance from the U.S. before I can get help in my own Country. I think we can be ashamed of that.

I believe the system could be improved. There needs to be more funding, however, the Province can decide not to share it with municipalities in any event. I believe that some discipline needs to be added to ensure that more dollars get to the local municipalities where emergencies start and get handled.

I believe that there could be more dialogue with municipal public safety officials and especially emergency managers. I have enjoyed some limited financial support; approximately $60,000.00 for assistance with CBRN. It wasn't nearly enough and we still need it today. I had the benefit of attending a meeting in Ottawa and had input on some national research initiatives and networked with other Public Safety agencies and security industry people, however, it didn't continue. Fire needs a person at NRC for technology development.

No. The municipal sector is the first to arrive and begin stabilization. It needs to be supported. I have no idea what resources OCIPEP have to assist, initiate or coordinate with too little, too late.

Yes I know of the program. No procedures. Equipment and supplies are outdated and relatively useless. No, I do not believe there was consultation locally. We do know where it is located, however it is considered useless. Most of the contents should be replaced and updated.

Canada Customs and Revenue and Citizenship are included and do participate with our emergency planning. They are very helpful and responsive. CSIS, on the other hand, is not. We depend on our local police to provide the intelligence and from the sources they normally communicate with. Again, the Province is more visible, helpful and accessible and so is RCMP.

We have had exercises for CBRN with DND. Through Ottawa Fire and Police we have had some training with DND. The operational people within the CBRN Unit are wonderful and extremely helpful. We should be aware that we all have one goal and that is to preserve and protect lives. We must put our ranks aside and work for the common good for all of our residents.

Oshawa
Ontario

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

Fire Chief-Emergency Coordinator

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

40 sq km. Primarily urban, some Rural

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

Major G.M. Factory, between 2 nuclear plants

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

Rare – once in last 30-40 years
Blackout Aug, 2003

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

Nuclear, Highway/Rail, Transp. Of Dangerous Goods

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

Well prepared and trained

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical? Yes
The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?
A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?
How large a fire and how severe an earthquake?

Large fire causing mass evac.

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

Yes

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

Somewhat

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

Yes

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

Resources well stocked
Regional assist. Avail. Immed.

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

Satisfied

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

Yes.

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

No – sufficient at this time

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

Extensive info on website

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

large resource list up to date
<?> well stocked
List of human and physical resources

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

Very little received

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

Depends on Emerg. Physical and financial assitance

With respect to the federal government:

Same

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

No

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

Yes – Good training base but needs to be updated – IE communication and technology

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

Yes

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

No

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

No – no help anticipated

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

No – not familiar with DND assistance

Oshawa
Ontario
(Revised)

In answer to question 3.4, we do not have the authority that I know of to take over the broadcasting but rely on very good cooperation from the media. I don't anticipate any problems if we need to transmit information but I suppose if the relationship wasn't good the authority would be necessary.

Question 5.3.
We haven't had a lot of experience with provincial help to date as it hasn't been required. EMO has now provided regional representatives that have provided information as required and would be of assistance in an emergency. Provincial assistance would be dependent upon whoever else was requesting at that time.

Gatineau
Québec

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip over any statement that does not apply.

1. Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

1.1 I am head of emergency preparedness planning for the City of Gatineau. I had occasion to act as co-ordinator of emergency measures during the 1998 ice storm.
1.2 The City of Gatineau is an urban municipality of 232,000 inhabitants spread over a territory of 339.37 square kilometres, with a population density of 641.21 persons per square kilometre.
1.3 There are four (4) pulp and paper industries and one chemical products plant in the city.
1.4 The City of Gatineau has been the theatre of 6 serious disasters since 1978.

2. What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

- ***A train tanker-car that bursts and spills a hazardous chemical?***
- ***The release into the local water supply or airspace of enough infectious biological agents to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?***
- ***A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?***
- ***How large a fire and how severe an earthquake?***

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency: Resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and/or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

2.1 The main threat is the risk of flooding from the three (3) large rivers on the City's territory.
2.2 The preparedness of our municipality is relatively good. We organize yearly training and preparedness exercises for members of the City's emergency preparedness unit.
2.3 For our municipality, a major emergency would probably involve a flood forcing the evacuation of 10, 000 people.
2.4 The City of Gatineau has several specifically targeted emergency plans, including one for flooding. It is therefore ready to handle an emergency.
2.5 The main response consists in evacuating or confining the population, depending on what type of major emergency takes place.
2.6 The City of Gatineau must count on assistance from the Quebec government to handle CBRNs, as its resources at that level are quite limited.

3. Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

3.1 The City of Gatineau has an overall annual budget of $300M, 2000 employees, and various types of equipment and material for response to an emergency.
3.2 It is hard to say at exactly what moment the City would call on regional or even provincial resources. That depends on the disaster, its seriousness, the damage caused, etc.
3.3
3.4 The City of Gatineau does not have the authority and powers required to interrupt local or national television and radio broadcasts.
3.5 Very tight links are always desirable.

4. Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e. homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes No. Could you elaborate?

4.1 The City has an Internet site dedicated to emergency preparedness. Practical advice and information are posted there for the whole population. Articles are sometimes published in local newspapers and municipal publications as well.
4.2 We have no supplies warehoused.

5. How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal governments most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

The following questions have to do with assistance from the federal government.

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident the OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1,600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes No Were you given procedure information regarding the use of these caches? Yes No. Could you find a cache in your community and report on the usefulness of the contents?

5.9 Is the local Canadian Security Intelligence Service agent includedin your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

5.1
5.2 The City receives no credits for training or test exercises.

5.3
5.4
5.5 The joint public protection program is relevant. But, the sums allotted are patently inadequate and it takes much too long to receive them.
5.6
5.7
5.8 We are aware of the existence of Health Canada's 1,600 centres caches. Three (3) of these centres are located on our territory. However, we have no information concerning their use.
5.9 We know of no CISIS agent assigned to our municipality, nor do we know of any Customs and Revenue agents.
5.10 There is no link between our emergency preparedness plan and that of the DND.

Gatineau
(Revised)

Mr. Dawson,

Please find below the City of Gatineau's answers to questions 3.4 to 5.3.

In the hope that you will find our answers satisfactory and useful, we wish you the best of the season.

3.4 (a) Can your community interrupt local and national television andradio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate whether this power was granted officially and by what means (provincial legislation).

The City of Gatineau does not have the power to interrupt local television and radio broadcasts.

(b) If your municipality does not have the power to interrupt broadcasts unilaterally to transmit emergency-related updates or instructions, please indicate how you plan to inform the population in an emergency? Would you count on the cooperation of broadcasters? Would it be helpful if your municipality had this power?

Our emergency preparedness plan states that we will issue press releases to inform the population, give instructions or make updates. We must thus count on the good will and collaboration of broadcasters for this. We could also have vehicles equipped with loud speakers drive around the city, especially in the sector affected. It would obviously be an advantage if municipalities did have the legal power to interrupt broadcasts in an emergency.

5.3 (a) Judging from past experience, what assistance does your municipality expect to receive from the provincial government in a major emergency? How long does it take this assistance to reach you? Who pays for it?

In a major emergency or disaster, we expect the provincial government to rely first on its regional resources and then call on provincial resources, if needed. Depending on circumstances, this assistance can be available in a few hours or up to 48 hours later. In major emergencies, the costs of municipal expenditures are shared with the provincial government which also assumes the costs of government assistance.

(b) In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

In a major emergency, our municipality will need all the help necessary to cope with the disaster. Depending on the type of disaster, this assistance could come in the form of expert advisors, specialized teams, or any other useful form. It seems reasonable to hope that this assistance would reach us in 6 hours or less. The costs should be assumed by the provincial and federal governments, given that coping with a major disaster exceeds the City's capacity and it is unthinkable that local citizens could be expected to bear costs that sometimes amount to millions of dollars.

Saskatoon
Saskatchewan

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

1.1
My name is Ray Unrau, my work experiences includes 20 of service between firefighting, working as a paramedic and as a Fire Instructor. I have been acting as the EMO coordinator while Alyson Edwards is on a leave and have recently completed the appropriate training for this position through OCIPEP. Alyson's background is in media as a television news anchor and reporter.

1.2 Saskatoon is Saskatchewan's largest city with a population of 213,607. The city covers an area of 144 sq. kilometres that includes over 120 hectares of riverbank parklands.

1.3
Saskatchewan grows half of the entire quantity of Canada's major export crops: wheat, oats, barley, rye, flaxseed and canola. Saskatoon is at the heart of this market, providing a variety of services and products to the farm sector. Mining is also an important part of the economy. The Saskatoon region is the world's largest exporter of uranium, and nearly two-thirds of the world's recoverable potash reserves are located in the

Saskatoon region.

1.4

July 4, 1996: The Saskatoon, Maymont and Osler area was struck by a severe weather outbreak that produced an estimated 9 tornadoes, extremely strong plow winds and softball sized hail. Power lines were destroyed in the Maymont area by an F3 tornado, homes and property in the Osler area were damaged by tornadoes, wind and hail, while Saskatoon experienced severe winds which damaged many trees and properties, particularly in the east end. Winds gusts of 120 km/h and 141 km/h were measured by meteorological instruments in the Saskatoon area (Saskatoon airport and Kernan Farms respectively).

We have had other weather related emergencies, such as flooding in 1982.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

2.1

Saskatoon's Hazard Analysis has identified 5 major areas of concern.

Severe weather, dangerous goods releases, aircraft crash, utility disruption, public health emergencies.

2.2
Based upon Saskatoon's Hazard Analysis, we feel that our planning preparedness to date will serve us efficiently as a starting point when we need to activate our EOC. However, more needs to be said from a training point of view(BEP, EOC, ESM). In the past 3 years, 3 different individuals, including myself have occupied this position. As an EMO coordinator for our area, it has been difficult to obtain timely training at a federal level in order to deliver needed training at our municipal level. As a result of this, Saskatoon EMO has been unable to offer regular training in BEP or scenario type exercises. We feel that more federal training should be available so as to help the municipal level folks operate efficiently.

2.3
Ex#1 – Yes a release of such a size, given the type of threat, explosion, toxic cloud as well as proximity to vital areas and atmospheric conditions and the time of day could constitute a major emergency.
Ex#2 - All of the examples would be major in our region

Ex#3 – My estimation of a major disaster here would be in the area of 500 – 1000 people that would be considered a major emergency

Ex#4 – Earthquakes are uncommon for the prairies. A fire that threatened a high-rise apartment or one in which the toxic by-products would result in the need for a large evacuation would be considered major

2.4
Again, planning is in place, more frequent practise is needed, see 2.2

2.5
From my exposure to these issues to date, I feel that we would certainly need financial assistance and potentially manpower in terms of clean up and resumption of normal activities, I feel that our municipality would be much more efficient than merely 'hanging on' until outside assistance was available.

2.6
As in 2.5, we have resources, in this case an NFPA rated technician level HAZMAT team to deal with the initial response of CBRN incidents. However, if your use of the word 'handle' in reference to mitigation of such events means from beginning (initial response) to end (cleanup and resumption of normality), funding for this team for training and equipment

would have to be increased.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

3.1
For the technical areas like CBRN, we have no backups other than what can be gained through mutual aid from other major FD's in the region or governmental agencies above the municipality level.

3.2
Manpower for non-technical help would be quickly in place. Prolonged HAZMAT or CBRN type emergencies would rely, as stated from mutual aid. The only other technician level HAZMAT team in our province is in Regina. Such a response, once organized, would take at least 2 hours of travel time. However, if the same type of events simultaneously affected those other municipalities, relief would not be available. In those cases, once our manpower was depleted and the staff needed rehab, we would turn to a provincial or federal sources. We are currently involved in a committee process for refining mutual aid with the other major Fire Departments in Saskatchewan. The committee is called the Saskatchewan major urban disasters mutual aid agreement.

3.3
We feel that our communications channels adequate.

3.4
We have 1 community TV station, 1 local broadcaster affiliated to CTV, 1 local broadcaster affiliated with Global and a CBC office linked to a

Regina CBC affiliated broadcaster. In addition, we have numerous radio stations available for use should the need arise

3.5
While I am unsure as to the politics of answering such a question and certainly don't know the full meaning of your reference to the word 'link', improving partnerships would always be beneficial.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

4.1
We have released shelter in place video's, have messages to that effect in the telephone book and have information on our City of Saskatoon web page informing people of what to do in various emergencies. We have begun preliminary discussions in the department to update the EMO web page with more information

4.2
This is in various states of progress. COS inventories are complete and an inventory of NGO partners is ongoing. Needless to say, this effort is not complete

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

5.1

It appears difficult to effectively dole out federal dollars to municipal emergency response agencies when no method is available to accurately help both the municipalities and the federal government measure the current response and planning abilities.

I believe a series of federally developed, funded and delivered exercises should be held across the country to test municipalities with various plausible events including CBRN with Mass Decontamination issues and Flu pandemics. This would serve as a type of needs assessment to determine the levels of training that currently exist as well as identify training that is needed. This approach would also provide the federal government a baseline from which to measure the equipment/training needs of the municipalities involved against these types of emergencies. Such a baseline would not only help the feds incorporate consistency and compatibility between the municipalities across the country in terms of training, but also in terms of assessing equipment request priorities.

It is important to emphasise that these practical based needs assessments should result in the delivery of money and opportunity to meet the training needs that will be identified. Experts should be available to deliver train-the-trainer program(s) within geographically based regions if that is the only way that municipalities can participate. The programs may last from only a few days to several weeks so the financial impact for small to medium sized municipalities sending staff for these types of programs may be prohibitive for some. So, in addition to paying the experts, funding for the costs associated with seconding employees into this valuable new training, which at this point is well outside the scope of current training dollars, must be addressed.

While the other options given are desirable and important, I view a scenario based needs assessment with an eye on emphasising training spending, as top priority.

5.2
No, we could always use more. See 5.1

5.3
The speed of this response is situation dependant; I do not know how to quantify it in terms of a specific time frame. We have military bases within the province and some within the region so travel time wood not seem to be an issue. I believe that the province begins paying after we have spent past a certain limit.

5.4
We have an Emergency Act which specifies what level of financial support we will receive and when we can expect to receive that support.

5.5
Yes we have accessed this program several times in the past few years. Thankyou

5.6
I have very little experience with emergency planning and cannot be considered an authority. Please refer back to point 5.1

5.7
I have very little experience with emergency planning and cannot be considered an authority

5.8

Q1 – have I seen a cache = no
Q2 – was I given a procedure on how to access the cache = no
Q3 – was I consulted on the caches usefulness = no
Q4 – could I find a cache = no

5.9
none of the agencies listed here are part of our planning as of now

5.10
Our plan for accessing the military is situation dependant. We have no formal procedure or communications strategy, nor do we have predetermined expectations or agreements with this group.

Regina

Saskatchewan

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

My name is Ken Luciak. I am the Director of Regina Qu'Appelle Health Region – EMS. I have been the Co-ordinator of Emergency Planning for Regina EMS for the last ten years and I am currently grooming a replacement EPP co-ordinator that should be ready to act on his own this fall (2003). I am also a co-trainer for the City of Regina ESM, EOC training program.

The entire RQHR is 26,663 sq. km. Our population is 245,800. Note: 220,000 of that population is located within the greater Regina area. The remainder are rural and sparsely located.

We are on the CPR mainline, a major natural gas corridor that feeds eastern Canada and the eastern U.S. seaboard, the Trans-Canada highway, and flight path 4 of the ISS (International Space Station). We also have an international airport, a major farm chemical producer (Bayer/Aventis/Agrevo), and we are the western international telephone switching hub. Regina is also located in Saskatchewan's tornado alley.

The last major emergency or disaster to have occurred in Regina would have been the Regina Riot of 1935 and the Regina Cylone before that

(1912). We did flood quite heavily in 1974 but so did many other communities in southern Saskatchewan. Since that time we have had a number of small Chemical (Hazmat) emergencies but none of which that were serious.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

- ***A train tanker-car that bursts and spills a hazardous chemical?***
- ***The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?***
- ***A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?***
- ***How large a fire and how severe an earthquake?***

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

2.1 Natural Gas corridor, CPR mainline, Trans-Canada highway, severe weather.

2.2 We are very well prepared within the confines of Regina. Unfortunately, Rural RQHR (Regina Qu'Appelle Health Region) needs a lot of work with respect to planning.

2.3Today, a major emergency is any event that requires full use of our resources. A disaster requires resources that are outside of our immediate jurisdiction. These resources are usually accessible via a mutual aid agreement.

2.4 Yes, the City of Regina is very well prepared.

2.5 Resolving crisis.

2.6 Yes. However, we can handle small scale events that do not tax our resources. Note: some of our biological plans involve the province's department of health.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

3.1 Within the RQHR we have 120 staff and 360 volunteer medical first responders.

3.2 We have 24 ambulances, one 10-patient multiple casualty transport vehicle, a logistical support unit that carries medical supplies for 150 casualties, and a three channel decontamination tent. We also have mutual aid agreements with 19 ambulance services. Unfortunately, a tornado could wipe out our field medical supplies within 3 to 6 hours. Mutual aid is minimal, but can be onsite within 2 to 5 hours.

3.3 We are satisfied with each agency's Incident Command structure as well as the collaborative ESM and EOC structures (as taught by OCIPEP, the province of Saskatchewan and the City of Regina).

3.4 No, to the best of my knowledge, we do have arrangements with local radio stations to get emergency messages out, but we do not have the ability to interrupt broadcasts. I wish that we did.

3.5 I believe that the links to the province are quite strong. We work with many of these departments on a day-to-day basis.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

4.1 We have some folders, handouts and booklets on preparing for an emergency.

4.2 Yes. We have MERV 1 (a logistical support unit) which has supplies on-board for 150 casualties. We do require more supplies for our medical equipment caches though. I would be more comfortable if we had enough supplies for 150 casualties. These supplies include: backboards, triangular bandages, pressure dressings, triage tags, oropharangeal airways, oxygen, medications (esp. for chemical and biological emergencies), and blankets.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

5.1 We could use help building 2 teams to serve the province (north and south) on HUSAR and CBRN emergencies.

5.2 We could use more support for HUSAR initiatives. I am pleased with CBRN funding thus far.

5.3 We may want technical expertise for some biological emergencies (provincial lab). This help is usually available within a couple of hours b/c we are in the same city as the lab. I suspect that the municipality and the regional health authority would be expected to pay.

5.4 We will not likely require too much federal support within the first few hours (however, we may approach the RCMP training academy within the city in the event we need perimeter control). If the event becomes quite lengthy, we will likely may a request for relief to the federal government.

5.5It is helpful.

5.6 Sorry, but I have very little experience with OCIPEP beyond training and JEPP funding, therefore I can not answer this question.

5.7 I would hope so. However, I am not sure if they understand the maturity of each region's planning, therefore co-ordination may become delayed during that steep leaning curve.

5.8 I have seen Regina's emergency cache. Our department of health and St. John Ambulance are responsible for maintenance and set up. We have been familiarized with the usefulness of these caches and I know who to call to get a cache made available. Note: much of the equipment in the cache is very dated.

5.9 The local CSIS agent is not part of the EMS planning and preparedness. Neither are the CCRA or Citizenship and Immigration Canada. I could possibly use CSIS to help identify threats but have not.

Barrie
Ontario

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

– My name is Ron Hickey, Fire Chief and Community Emergency Management Co-ordinator (CEMC) for the City of Barrie Ontario. I have 20+ years in the Fire Service and 10+ years in Ambulance Service in Ontario. I have taken the old Emergency Measures Ontario Emergency Preparedness Program and the new CEMC course offered by Emergency Management Ontario (EMO). I have just rewritten the City's Emergency Response Plan as required for the Essential Level of Emergency Preparedness by EMO.

The Corporation of the City of Barrie occupies 77 Sq. kilometres with a population of 115,000 in 2002 and growing at the rate of 5,000 per year. The City is close to build out and is urban in nature.

The City has a shared Airport 7 mile from the City (c/w point of entry and import duty services). Highway #400 transects the City and highway #407 is planned on the western boundary. Barrie lies on Lake Simcoe at the western end of Kempenfelt Bay. Our industry is mostly small to medium in the high tech. field. One Hazmat disposal Plant, One Cyanide Disposal Plan, One large hospital and many homes for the aged, nursing homes and highrise apartments.

The City of Barrie is located in the north eastern extend of Ontario's tornado alley. We experienced Hurricane Hazel in 1954 and the severe tornado (causing extreme damage and death) in 1985. Both of these incidents required external assistance. We have also had many large highway accidents (as many as 100+ cars and buses) on Hwy 400 a couple of explosions and hazmat situations but thesel have been handled with local resources.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

- ***A train tanker-car that bursts and spills a hazardous chemical?***
- ***The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?***
- ***A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?***
- ***How large a fire and how severe an earthquake?***

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

2.1 Natural – High winds, tornados, severe winter storms, hail and ice storms. The threat of pandemic/epidemic are growing with SARS and West Nile.
Manmade – MVCs, Hazmat spills both industrial and highway. The potential for Terrorism and violent activism are growing as elsewhere. Our downtown core is extremely old and posses a threat of block long fire devastation.

2.2 In my opinion Barrie is reasonable well prepared - training of emergency services is at a high level (police, fire, ambulance) – training of other city responders including the Community Control Group could be improved and is planned in 2003/4. Local support agencies are well organized and trained – Red Cross, St. John, Salvation Army, ARES, District Health Unit etc. Even with all of this a lot of work remains in order to have a truly comprehensive plan which will include mitigation, prevention, response and rehabilitation planning and processes.

2.3– I believe all of those items mentioned would warrant, at their middle or extreme degree, the declaration of a disaster under Provincial Legislation.

– The City has an Emergency Response Plan in place complete with a Community Control Group and Emergency Operations Center. Barrie ahs just received its award of the Essential Level of Partnerships for Safer Communities and is implementing the Community Emergency Response Volunteer (CERV) program. We have contracted a consultant to bring our Emergency Response Plan and all associated aspects of planning, programming and training in line with the new Emergency Management Act. I believe we are two items, of eleven, away from achieving Essential level of overall Emergency Preparedness Planning. There is always room for improvement and I expect there is need for a full time Emergency Planner position in the not to distant future.
I would like to resolve all crisis but understand that is a physical and economic impossibility and therefore feel that we should be able to contain and hold the situation pending arrival of Provincial and Federal help. Even contain and hold in a costly and time consuming goal to achieve.
Yes we would have to rely on external Provincial and Federal help to resolve such crisis. Both the Province and Feds need to put a lot more money into Municipalities as well as their own programs to achieve a reasonable, reliable and viable interdependent system.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

4.1 This year our commitment to participated in Emergency Preparedness Week was stronger than ever before. The CERV co-ordinating group and their staff put a large display in a local Mall for 5 days. An EMO representative along with myself did a one hour talk and Q&A on local TV and many pamphlets from OCIPEP, Red Cross and EMO have been made available. Part of the additional work to complete in our emergency response programming is to formalize a more comprehensive public education and training program.

4.2 We have a response plan, shelters, EOC, CEMC, Community Emergency Response Group and created an emergency equipment resource list of suppliers. This resource list requires more work and we have not yet had the opportunity to consider stockpiling.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

5.1 – Federal and Provincial agencies (jointly) should be providing training, equipment and funding for reasonably expected large scale incidents (This should also include funding emergency services for training on off duty days – O/T. Significant exposures across the Province and Canada include Urban Search and Rescue, Confined Space Operations, Hazmat Operations. Funding training and equipment should be for teams of the contain and hold nature at the Local Level, mitigation teams at the County or Regional Level, Sustained event support and relief team capability at the Provincial and National Level.

5.2 – No. Much more could be done with funded emergency planning personnel and with staff and funding made available for large scale exercises. Much of the problem lies around few if any committed staff locally to prepare plans and exercises.

5.3 – In a large scale event where and emergency has been "declared" I expect major support from the Province from any Ministry that may appropriately be involved. EMO support is necessary through the Provincial Operations Center and EMO Staff. Support from the Province could take from 2 to 8 hours to deploy with various agencies responding at various times throughout that period.
I would expect that under the Emergency Management Act the Province would pay based on after event assessments.

With respect to Federal assistance as stated earlier I believe that DND should play a major role in large scale disasters. They have, or should have, large human, material and financial resources committed disaster mitigation and access to these resources should be formalized and documented. The City of Barrie has Base Borden 15 kms. away and I can only access their help after a disaster is declared and through the Provincial Operations Center.

5.4 – Yes – We should be able to rely on Base Borden DND resources. Only informal arrangements exist implying we can ask but they are not sure they can respond and what costs might be billed afterwards therefore there is significant reluctance to call upon them. Formalized assistance should be established.

5.5 – JEPP is helpful and we have received some assistance in the past and again in 2003. Funds seems to be quite limited based upon percentages that are not adequate, approvals take a very long time to process and funding periods are out of sink with Municipal budget years.

5.6,– I am very unfamiliar with OCIPEP, they do not seem to make their presence or services or goals/function well known.

5.7– Due to my unfamiliarity with OCIPEP I can not comment.
5.8 – I was not aware and have not seen one. No knowledge of the caches therefore no consultation or information. There has been no consultation in my memory. I wouldn't know where to look without some information. I expect this resource might be at Base Borden?

5.9 – They are not integrated in our Plan and I have no information how they might relate locally or how much help they might be.

5.10 – Our plan is not linked with DND other than perhaps through EMO. I would like to see a lot of help but really don't know how much we might expect locally as no formal information or inter-relationship structure seems to be available.

Barrie
Ontario
(Revised)

Questionnaire on Community Preparedness for an Emergency or Disaster

3.4 (a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-related updates or instructions?

5.3 (a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it?

(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it?

In response to your questions:

3.4 (a) – No, to the best of my knowledge, we do not have the unilateral ability, on command to interrupt television or radio programming for emergency messages.

3.4 (b) – We have relied upon and had no problem with local radio or television stations in securing their cooperation for such messages. It would be difficult to imagine a media/news outlet not cooperating with breaking emergency news. We do count on their cooperation and have had no problem. We have had particularly good cooperation with those outlets with emergency power availability.

5.3 (a) – We expect a good deal of help from the Ontario Provincial Government through Emergency Management Ontario and the Provincial Operations Center during a major emergency where the municipality has "declared an emergency" or where our municipality may require support for a CBRN incident through the Provincial Operations Center and the Ontario Fire Marshals Office. Due to our close proximity to Toronto Provincial assistance can be expected within hours. Fortunately the municipality's last experience was during the Tornado of 1985.

The Provincial Government should pay for this assistance as the munipality will already have exceed its own resource capability.

5.5 (b) – In the event of a "Declared Emergency", by definition we would require a significant amount of help from the provincial government and the provincial government should be responsible and pay for this type of large scale emergency assistance.

Sherbrooke
Québec

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip over any statement that does not apply.

1. Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

Co-ordinator of emergency preparedness Academic training and 20 years of experience on the ground

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

400 square kilometres
Mixed composition

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

Yes.

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

Floods twice a year
Major fire
Biogas leak

2. What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

Floods, hazardous materials [transported] by road and rail

2.2 What is your organization's* assessment of local emergency *preparedness and training at the present time?

Annual evaluation with pre-determined scenario

2.3 For your community, what is a major emergency? Would any of these examples qualify?

- ***A train tanker-car that bursts and spills a hazardous chemical?***
- ***The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?***
- ***A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?***
- ***How large a fire and how severe an earthquake?***

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

Yes.

2.5 For your community, what would be a successful response to a major emergency: Resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

Included in the emergency preparedness plan

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

Yes.

3. Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

Normal resources expected for a municipality of 145, 000 inhabitants.

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

When financial, human, and material resources would run out.

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

Yes.

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

No.

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

Yes.

4. Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e. homeowners, automobile operators and businesses) to help them prepare for an emergency?

General information for citizens published in local newspapers.

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes No. Could you elaborate?

No.

5. How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal governments most immediate priorities?

More information needed about credits available and procedure for obtaining them.

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

No.

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

As rapidly as possible: <30 days

The following questions have to do with assistance from the federal government.

5.4 Will your community have to rely on federal support if a majoremergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

Yes.

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

Very helpful.

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

Unknown.

5.7 Are you confident the OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

Yes, to my knowledge.

5.8 Health Canada informed the Committee that there are about 1,600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes No Were you given procedure information regarding the use of these caches? Yes No. Could you find a cache in your community and report on the usefulness of the contents?

Yes.

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

No, I don't know what their mission is in a catastrophe.

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

The Quebec Ministry of Public Security is expected to take care of linkage and requisitions.

St. John's
Newfoundland and Labrador

Questionnaire on Community Preparedness for an Emergency or Disaster

1) Could you describe yourself and your community?

The City of St. John's is the capital city for the Province of Newfoundland and Labrador.

St. John's is located on the eastern most point of the Avalon Peninsula and shares borders with a number of smaller towns and the City of Mt. Pearl, forming the St. John's Metropolitan Area (CMA).

The City of St. John's is 480 sq. km. in area with directional dimensions of 31 km east to west and 32 km north to south.

The City is comprised of a densely populated downtown area, expanding into typical urban development, with urban/rural mix and rural on the outskirts of the City.

The most recent census information provides a population base of 99,181 persons for the City of St. John's and 172,918 for the St. John's CMA.

The City of St. John's plays host to the majority of provincial and federal government offices and as well contains international sea and air ports.

The City of St. John's has adopted an Emergency Preparedness Plan which includes as partner members; provincial government offices representing the local Police, Health Care, Human Resources and Employment, and Health and Community Services.

As well, communication links with the Provincial Emergency Measures Organization and the Office of Critical Infrastructure Protection and Emergency Preparedness have been well established.

Fortunately the City of St. John's has not experienced an emergency which would be classified as a disaster in many years.

The City is however subject to threat of natural disasters such as major snow, ice, wind and rain storms. In recent years the City as experienced severe damage due to flooding.

Another likely threat to the City of St. John's is fire, particularly in the downtown area where the majority of structures are of wood frame construction, primarily residential and small commercial circa 1900-1940.

2) What is your community's risk assessment and response capability?

From a training perspective most members holding key positions in the City's Emergency Plan have undergone various levels of training in emergency preparedness, however, this training requires continued updating to ensure consistent application of the plan. Also given the nature of the plan, there are often new members requiring training.

The City of St. John's would classify the following events as major emergencies:

severe weather related emergency
fire threatening the downtown core
a major chemical/biological spill or release of volatile product into the City's densely populated areas or underground infrastructure.
contamination of the water supply
a commercial airline crash in a populated area

The City of St. John's is reasonably well prepared to respond to most emergencies with the assistance of its primary partners.

Exercises have been carried out in conjunction with both Federal and Provincial Governments and the City of St. John's coordinated the local response to the September 11th tragedy which resulted in the diversion of several thousand passengers to St. John's.

An emergency requiring the evacuation and housing of large numbers of citizens would certainly provide a challenge especially during winter months, as well, a sustained loss of power throughout the City during poor weather periods would also provide significant challenges.

In all cases the City would follow established protocol whereby City forces would be deployed as first responders to assess and address each challenge. Depending upon the scope, complexity and diversity of he event the City may request Provincial assistance who in turn would determine the need in consultation with the City to involve Federal assistance.

The City of St. John's has trained staff to address mattes of a chemical and biological nature, however, radiological and/or nuclear response would be the responsibility of the Federal Government. In all cases however the City of St. John's would provide a supportive role as required.

3) Are your assets sufficient to meet the threats you have?

In response to the series of suggested questions for this category, the City of St. John's is well equipped to handle most likely emergencies and as well play a major role in emergencies considered a disaster.

As previously stated the City and its Provincial counterparts work together to provide a coordinated response to emergencies.

Effectively we have the resources of the largest municipality and the Provincial Government at our disposal.

Further with the established Federal linkages, access to Federal agencies is readily available. I hesitate to comment on Federal response capability in this area.

Communications systems and communications protocol always raise concern.

A coordinated system and communications structure is needed and requires immediate attention. In this area all three major players, Municipal, Provincial and Federal agencies need to work together to identify areas of concern and implement changes where necessary. This would include both hardware issues as well as information sharing between agencies.

With respect to emergency broadcasting the City of St. John's does not have the capability to interrupt local radio or television broadcasts, instead we work with the local providers to get the message out.

4) Do you have programs in place to help prepare your community for the anticipated threats?

Public information is generally provided through printed and electronic media during an event or, where known, preceding an event.

General information and contact information is available through agency web sites and is provided in printed forms from some government offices and community service agencies.

In general the City of St. John's does not stock-pile or warehouse supplies specifically for emergency purposes outside of those required for emergency repair to infrastructure.

Under our emergency plan however, our partner agencies, such as Human Resources and Employment (a provincial department) deal with issues of supplies such as food, clothing, bedding materials, etc.

We would rely on the local supply network to access materials, food and shelter which would be in excess of our current supplies.

5) How much provincial and federal assistance do you expect in an emergency?

For the City of St. John's priority has to be given to education and training for emergency response teams. Equipment must be renewed and kept up to date through continued life cycle replacement programming and should from part of each agency's operating budget.

Additional funding for training and exercise is required to adequately test the plan. We are presently discussing a major training exercise with OCIPEP and the Provincial EMO offices. This exercise will require substantial funding for planning and implementation however at this time it is unknown if Federal assistance will be made available.

In the event of a major emergency it is expected that assistance will be required from both Provincial and Federal Governments, whether it is by direct resource deployment or financial assistance. Again established protocol exists for such assistance.

With respect to JEPP funding, the City of St. John's would be more receptive to direct access to Federal funding as the present process requires Provincial approval yet the process does not provide any assistance from the Province of Newfoundland. All projects have been subject to the Municipality providing the full 50% share of the funding required yet the Province has final say on the approval. I t is felt that the needs of the capital region should not be in competition with Provincial demands for Federal funding.

The City of St. John's has a good working relationship with the local office of OCIPEP however it is felt that a greater leadership role should be established through OCIPEP in the areas of education, training and emergency preparedness awareness. Additionally national programs such as critical infrastructure identification and protection should involve the municipality.

With respect to emergency caches , I am aware of their existence and contents in general, however, I have not seen them nor have I been given any information on accessing the contents.

Federal Departments such as Canada Customs, Citizenship and Immigration are identified as agency contacts, however most involvement with these and agencies such as CSIS, Transport Canada, DND would be coordinated through EMO or OCIPEP.

It is anticipated that the appropriate response would be provided from Federal agencies in the event of an emergency and that this will be carried out in a coordinated manner with direction coming from the Federal Emergency operations Center.

I hope this information will be of assistance.
Should you require additional information please feel free to contact the undersigned by phone: (709) 576-8701; fax: (709) 576-8160 or email: dblackmore@stjohns.ca.

David Blackmore, R.P.A.
Director of Building & Property Management
City of St. John's

Trois Rivières
Québec

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip over any statement that does not apply.

1. Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

1.1 Assistant to the Public Security Director and to the co-ordinator of emergency preparedness for the City of Trois Rivières. Thirty-two years with the Sûreté du Québec, twenty-five of these years as a deputy officer and officer and one year as Director of the Public Security Department for Trois-Rivières-Ouest, more than two years as assistant to the director of the new city of Trois-Rivières. Example: October 1970 crisis, Oka crisis, ice storm.

1.2 Population 126,454. 332 square km. of territory. New city of Trois-Rivières: rural-urban—810 km of streets to patrol.

1.3 A port and an airport whose activities are not crucial to the survival of our *region: St. Lawrence River and Saint-Maurice river.*

1.4 No major catastrophe has been brought to my attention in decades.

2. What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

- ***A train tanker-car that bursts and spills a hazardous chemical?***
- ***The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?***
- ***A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?***
- ***How large a fire and how severe an earthquake?***

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency: Resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

2.1 Gouin dam north of la Tuque and Gentilly nuclear facility.

2.2 In collaboration with Public Security, the Sûreté du Québec as well as a response plan prepared for that purpose.

2.3 Biological agent infecting 100 persons per day for 7 days. Flood forcing the evacuation of 10,000 persons.

2.4 We are currently engaged in identifying all potential risks and an expert hired a year ago is elaborating the new EMERGENCY PREPAREDNESS PLAN.

2.5 Call up its personnel: 174 members of the police and firefighters; 75 volunteer firefighters, more than 600 city employees. Call on assistance of Public Security and the Sûreté du Québec.

2.6 Yes

3. Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

3.1 Yes, the city has a budge of more than $127 million and various pieces of equipment for use until any outside help needed could arrive.

3.2 Hard to answer without a definite scenario. However, I can point out that we are working in close collaboration with Public Security and various provincial organizations.

3.3 Yes.

3.4 No. However, existing collaboration is excellent.

3.5 We are always interested in establishing links with the different levels of government, in order to facilitate and improve our city's public security.

4. Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e. homeowners,automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes No . Could you elaborate?

4.1 Elaboration of a new emergency measures plan following the merger of six villages and elaboration of coverage of the pattern of risks.

4.2 Yes, with regard to nuclear power. We are in the process of distributing iodine tables for citizens to use in case of an alert.

5. How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal governments most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

The following questions have to do with assistance from the federal government.

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident the OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1,600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes No Were you given procedure information regarding the use of these caches? Yes No. Could you find a cache in your community and report on the usefulness of the contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

5.1 Meet costs and pay for training required.
5.2 Not really, since we have no grant to mention in that respect.
5.3 Human resources, material, and financial support
5.4 In the current political context, it is premature to count on federal assistance without knowing the nature of the disaster (hypothetical question). There has never been any understanding with regard to such support from the federal government but there should be.
5.5 I can't answer this question, because I have never been involved in this procedure.
5.6 Unfortunately, I am not familiar with either the orientation or national status of the OCIPEP.
5.7 The same as for 5.6
5.8 The same as for 5.6. I have no idea where these caches are located and I have never received any information on that subject.
5.9 If this agent belongs to the intervention team, I don't know him.
5.10 The current plans of the six former cities establish no links with the DND. As already pointed out, a new emergency preparednes plan is being elaborated.

Langley
British Columbia

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

Sheena Vivian, fulltime Emergency Planner for the City & Township of Langley. I have been in this position for nearly 8 years and I have a Post Graduate Diploma in Risk Crisis and Disaster Management and I am currently finishing my MSc. in the same.

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

There are two jurisdictions with the name Langley. Langley City has a population of 25,000 and the Township of Langley has a population of 90,000 and combined they occupy an area of just over 300 square kilometres. The Township of Langley surrounds the City of Langley on three of four sides, with the City of Surrey bounding the City on the west.

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

Both communities have major industrial areas with significant chemical hazards such as chlorine & ammonia. The Township of Langley shares a border with the Whatcom County in the US. The Township has a small but active airport with the largest population of helicopters anywhere in BC. The largest aircraft that flies out of Langley Municipal Airport would be a Twin Otter (16 passengers). The CN/CP main rail line runs through the main commercial area of the City & Township and the Township's population is bisected by the Trans-Canada Highway.

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

The Township of Langley sits on the South bank of the Fraser river, which has a history of freshet related flooding every 50 years or so with major historic events occurring in 1898 and 1949 respectively. Much work has been done in the past 50 years to mitigate against the flood threat however the potential though diminished, still exists. Other threats are less easily quantified. Our communities have responded to two major storms, in the past seven years. The first was the heavy snowfall experienced by the all of south-west British Columbia during Christmas of 1996. The second was a major windstorm which left 40,000 residents of Langley without power for up to five days in December of1998. The two Langleys have experienced four apartment fires in the past two years and a major train derailment just prior to Christmas 2002. In December of 1998 the Township dealt with a transportation accident involving methane, as well as a number of small static or plant based incidents in the past few years.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

The primary environmental hazard is likely spring flooding, with our main technological hazard being transportation or static hazardous material incident.
What is your organization's assessment of local emergency preparedness and training at the present time?
The City & Township of Langley have been steadily progressing in the area of emergency planning for nearly eight years. We have an emergency plan and emergency management bylaws for both communities, and as well we have identified our primary and back up sites for our Emergency Operations Centre (EOC). The EOC is equipped with permanent phone lines, a satellite phone, fax capability and computers with access to the major software programs (e.g. GIS) and information sources to better manage an emergency incident. Having determined who has what responsibilities in the EOC and how many need to be trained in order to sustain a long term event (24/7, for three weeks), we have an ongoing training and exercise program for those staff.

We have several active & trained volunteer emergency teams: Emergency Social Services (ESS) nearly 100 in number, responsible for human services delivery (food, clothing & shelter) in disaster. In addition agreements are in place with more than twenty facilities which could act as Reception Centres for the public, ten of which are equipped with the necessary supplies and forms; Emergency Call Centre (ECC) volunteers, which currently number 60 +, have the responsibility for staffing a pre-established phone bank to communicate with the public; Amateur Radio (a component of our ESS team) specialize in two way radio communications on the amateur bands; Emergency Building Inspection, a team of 30 responsible for the post seismic inspection of public and private buildings required for response, after a major earthquake. These volunteers also take part in regular exercises in conjunction with other responders and an ongoing training program that ensures they have the knowledge and skills to respond in support of a population at risk.

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

Beyond what would be called a routine emergency (or day to day emergency response) Langley would class a major emergency as one, to which we would still be capable of responding with our own resources and the mutual aid assistance of our immediate neighbouring communities, as opposed to a disaster which would see us exhausting or overloading our own resources and requiring outside assistance. Clearly the assessment of capability would vary based on the incident. Virtually any incident requiring the evacuation of large numbers of people (in excess of 3000) where life safety and property were at risk for a long period of time, would tax our community beyond it's own immediate resource and require us to seek additional assistance. We would however always expect to be responsible for the management of our own incident, based on our current plans and emergency management structure regardless of the support received by other levels of government.

In February 2001 the Township experienced vandalism to one of the water reservoirs serving 8,000 residents. The reservoir hood security was breeched and we were unable to determine without testing whether the water system had been contaminated. This led us to undertake a major public information response to ensure that residents and businesses in the affected area were aware of the concern. The response was to issue a 'do not use' order to the residents and supply them with bottled water for a period of 5 days until test results returned (nothing ever showed up) and the supply system had been drained and thoroughly flushed and cleaned. The event demonstrated that while our response to the crisis was effective, we clearly needed work in the area of media relations. Lessons were learned, the plan was modified to reflect the learning and the necessary training was undertaken by all senior managers.

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

As discussed in 2.2 both Langley's have had an emergency plan in place since 1996. The plan is revised annually with the appendices review at least every six months and more often if needed when personnel or resource changes occur. The communities also just completed revising their emergency bylaws in the past year. All staff with emergency response functions are listed to an emergency callout list which can be activated at the direction of the Incident Commander, Emergency Planner or CAO. The watch commander for the Langley RCMP detachment is responsible for facilitating the call-out. Aside from those resources directly owned by the City and Township, the Emergency Program relies on current vendor agreements which are created within the purchasing department as part of their emergency role. Some agreements have also be established for scares or special resources by the Emergency Program, e.g Helicopter for reconnaissance.

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

Our planning and training call for an effective response which minimizes the potential for injury and where possible prevents or mitigates the potential for loss of life, as well as socio-economic losses to our communities by utilizing all available resources. It would then be our goal to assist the affected area of our community in moving toward long term recovery as early as possible.

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

As discussed earlier Langley Township shares a border crossing with Whatcom County it is at this location we feel there may be the greatest potential for a CBRN incident to occur. Though not directly related to CBRN our shared border crossing has experienced a number of small hazardous materials incidents, and as a result we are signatory partners to the Cross Border HazMat Plan signed in 1997. Langley does not have a dedicated hazardous materials unit and thus we contract with Surrey for mutual aid assistance. Because our Fire Departments is trained to a limited operational response for containment and confinement, our role would be in planning, logistics and public information areas of a response not operations.

Particularly because of our location, the confirmed release of a chemical or biological agent into our airspace or water supply would be complicate, requiring a multi-jurisdictional, multi-agency response, and would likely be coordinated by the feds. Langley, the same as the majority of other North American communities, would be ill equipped to respond as we have little training in the area of CBRN as we perceive our risk is minimal (if this isn't the case, then someone isn't sharing their information). Our response would be to limit access and limit exposure and communicate with those who have the expertise. It is our feeling that even if funds were to be made available, those funds should be directed to the communities and organizations (Surrey, Vancouver) who maintain hazardous material response units and with whom we contract for spill response. To attempt anything more than awareness and limit operational response with organizations like ours would require massive funding, not only for specialized response equipment but also to support an ongoing long term commitment for training and exercises.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

In the event of a localized event the Langleys would have sufficient resources, human and equipment to respond and recover. The Emergency Program has an annual budget of just over $120,000. for the management of the program, but would submit its response and recovery cost after an incident to the province for reimbursement, as we do not budgeted funds for major emergency or disaster response and recovery.

Langley has undertaken to identify emergency roles for most senior and middle management. We are also in the process of training a minimum of three alternates for all those emergency positions. We would also be inclined to bring back retired staff with emergency management experience if the situation warrants. As mention earlier, mutual aid agreements would be activated as required and have been demonstrated to be an effective way of amassing resources, human and material when necessary.

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

As discussed earlier, for the purpose of a major emergency we are confident in the depth of staff identified and trained for response, as well as our ability to call on mutual aid and we would not expect to require anything other than specialized assistance from the province or feds. Our concern would result from a wide scale disaster, e.g. major earthquake, flooding or wildland interface fire where there may be a scarcity of resources and the event cycle is much longer, and we are unable to access mutual aid as the communities around us are also dealing with the same problems.

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

Though the province of B.C. has mandated the use of the British Columbia Emergency Response Management System (BCERMS) a form of Incident

Command, there is no regional command and communications structure, as the primary responsibility for emergency planning and response lies with the municipalities (Provincial Emergency Program Act 1996). There have been only limited attempts at plan coordination and certainly we are no where near the ideal of integrated emergency management. In the event of a major disaster incident it will be difficult for the 20+ local authorities in the Vancouver area to coordinate their responses effectively, we see this as a major short coming in our efforts to date. However this is unlikely to change in the immediate future as integrated emergency management requires a complete change in how politicians and senior bureaucrats at all levels of government view emergency management. Currently emergency management is under funded at all levels, and until the mind set moves from that of emergency management being an 'insurance policy' to sustainable activities directed at developing disaster resistant communities, this will not change.

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

We don't have the ability to interrupt programming, but we have an agreement with our local cable company to activate emergency information crawlers (24 hours) along the bottom of the screen on all channels, directing the public to the cable channel where information can be made available.

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

As a municipal emergency planner I already have links with relevant provincial and federal agencies. We (myself and other municipal emergency planners) meet monthly with emergency planners from PEP, other provincial ministries, OCIPEP, the Greater Vancouver Regional District, the Health Board, and emergency management personnel from transportation and utilities. What we lack, as mentioned in 3.3 is the political support and the resources to take our individual emergency plans and fully integrate them with the necessary stakeholders.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

Langley has an ongoing and active public education speakers program, but we have not yet started with a comprehensive neighbourhood preparedness model. We provide businesses with information on what they can expect from the community's response as well as what we expect of them. In addition, on a fee for service basis we will conduct seminars for local businesses in general preparedness. For business continuity planning we recommend they contact someone from that discipline directly.

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

Yes to a certain extent. We have agreements in place with grocery chains as well as with a company whose food distribution warehouses is located in our community. As mention earlier, we have agreements in place for some specialized resources, but in general with 'Just-in-Time' manufacturing and distribution it will depend greatly on the nature of the event. If the event has cut off supply routes (e.g. snow storm) then resources will dwindle quickly and additional resources may be difficult to access.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

We would like to see an end to cuts of the already thin emergency management program at the provincial level. We would like the province to expand its emergency management training programs and promise to continue to provide the 72 hour emergency support for victims of major emergency or disaster. We would like to see the federal government support all of its ministries and departments in developing solid emergency response and recovery plans which establish clear areas of responsibility. It would also be of value to have those plans communicated by the ministry or department responsible, directly to the province and municipalities.

We do not wish to see Canada take 10 paces backwards the way the US has done by channelling the majority of its resources to deal with one single type of threat. Emergency Management must remain as an all hazard program based on best practices, arrived at through research and not knee jerk responses.

We would like antiquated programs such as the Health Canada emergency supplies program to be reviewed, allowing us input into better ways of achieving the end goal.

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

The City & Township of Langley receive no funding (except for special projects under JEPP) from other levels of government. Where the province currently funds some training, current fiscal constraints have the province considering cuts to emergency management in BC, when they should be doing more, not less. Case in point, this years fire season in BC has clearly indicated the serious lack of depth in trained personnel at the provincial and municipal levels. After six weeks, staff are exhausted and personnel untrained in emergency management have had to be used to sustain the response and recovery effort.

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

In a major emergency or disaster we will look to the province and feds to assist us in obtaining and coordinating outside resources. How much time is needed for them to respond will have to do with the nature and scope of the incident.

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

Langley would not expect federal support in a major emergency but would certainly expect federal support in a disaster. Our expectations would come from a formal agreement between the province and federal governments on Disaster Financial Assistance (DFA). Based on a pre-existing funding agreement the province must incur costs totalling $3.5 million (per capita dollars) in any given disaster before the federal government steps in to support the response and recovery costs on a sliding scale.

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

We have participated twice in JEPP funding grants and yes they have been helpful but they are far from the serious funding required to move emergency management forward in Canada.

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

We are not satisfied with national leadership and coordination provided by OCIPEP. One only need look at the two major national disasters this year being SARS and the BSE crisis to see the conspicuous absence of leadership from OCIPEP or Health Canada. Again this indicates that there is not a mindset for sustained emergency management at any level.

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

We are not confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency, as it has never been adequately tested and it's doubtful whether other federal agencies have the confidence in OCIPEP to follow any lead they may try to provide.

5.8 Health Canada informed the Committee that there are about 1,600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes. Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

Our emergency management community is well aware of the location and contents of all the different types of kits located in our region. We are also aware that the majority of these kits contain outdated supplies. Where contents are still in tact, their value is questionable as they require special training to unload and set up, and few if any medical staff have received this training in the past eight years. Langley has two kits in our area:1 each, 200 bed hospital stored at the Sig/Comms CFB Aldergrove and 1 each, Casualty Collecting Unit in the basement of the Langley Memorial Hospital. Neither is of any value to us in its current state and we would be happy to submit a proposal to Health Canada for an equipment exchange that would better serve our needs.

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

We are unaware that we have a local Canadian Security Intelligence Service agent, so it's safe to say they do not appear in our plan. Canada Customs and Revenue Agency and Citizenship and Immigration Canada have been involved in some of our cross border planning and we would expect their assistance and cooperation, but to what degree is unclear and may again be incident dependent.

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

We have done exercises with DND in the past and have participated in their discussion, but there isn't a base in our area and currently reservists who do live in our area have been directed that they must report to their HQ (in New Westminster) in the event of a disaster, not local municipalities. Clearly this will delay any assistance they may be able to provide us with.

Langley
British Columbia
(Revised)

Questionnaire on Community Preparedness for an Emergency or Disaster

3.4 (a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).

The City and Township of Langley do not have the unilateral authority to interrupt programming on command on their radio or television.

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-related updates or instructions?

We have recently started discussions locally with the cable service provider Shaw Cable who has been very cooperative. As well at the regional level committee is being developed to look at a number of issues related to public information. From our preliminary discussions there are only two ways to interrupt programming on command. The first would see the cable apply a static text display over top of all programming and would effectively block access to any channels. This option is less than desirable in that it blocks the media as potentially valuable sources of information to the public. The second option entails the use of a device called a Crawl Generator (cost of $7,500 each) a deviced already employed for news purposes by most TV stations. The crawl generator permits a station to put a crawler along the bottom of each channel directing them to the cable channel for immediate emergency instructions. This method would allow us to provide the public with emergency direction but would also allow programming to continue and news provided to both the affected and non-affected populations. It is conceivable that the Province of BC and the Provincial Emergency program could order broadcasters to comply and carry this information but the order must be issued in the preparedness phase of disaster because without advanced coordination the effort would be time consuming and cumbersome when time is of the essence.

I think this power should be located at the provincial level. If an event is regional in nature (severe weather, earthquake, flooding etc.) then the Province already has the coordination function and the thought of having twenty-one local authorities attempting to exercise programming interruption on command with nine local TV stations and at least six major market radio stations would likely result in a worst case scenario involving chaos and confusion. If an event is localized such as a hazardous materials incident then as a local authority we may still request the province to activate this function on our behalf. The key will be all players being familiar with the resource how to access it and its limitations.

5.3 (a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it?
The Langleys' will, in a major emergency expect to manage the incident on our own with any necessary assistance coming from the adjacent local authorities. We may ask for coordination assistance from the Province, likely that would be all that would be needed. We would request that the province support both our response and recovery costs over and above our day to day operational costs for resources both human and material.
(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it?
The arrangements are adequate for the management of a major emergency now or in the future as discussed in part 'A' of this question. However I think the question should be directed at the Province's role in a 'Disaster' as opposed to a 'Major Emergency' the difference relates to scope of the incident and a disaster by our most widely accepted definition overwhelms a communities resources, in which case additional support and coordination would be required. With the BC's worst fire season in our immediate hindsight the province lacked the depth to support response and recovery efforts with qualified, trained staff. By the end of the nearly six week response provincial staff were exhausted. The province must gear up to provide more depth in order to fulfill it's obligation during a major disaster event.

As for who should pay, local authorities are a creation of the Provincial government which has the responsibility for emergency planning and response. That responsibility is delegated through legislation (in BC) which requires local authorities to develop plans relating to all phases of disaster at their expense. When disaster does strike and liability is not a factor then the cost for response and recovery should be born by the tax base as a whole as opposed to an individual or group of local authorities. Thus the current arrangement between the province and feds for a shared funding formula based on per capita dollar allocations for major disasters would seem reasonable way to ensure that funding is available for response and recovery to disaster.

Unsolicited Comment Regarding the Announcement of the new Ministry for Public Safety and Emergency Preparedness
While I am happy that emergency planning will receive higher priority and visibility when connected to the deputy Prime Minister, I am concerned that there are some striking similarities between this new ministry and the US Department of Homeland Security. The evolution of emergency management recognizes all

phases of disaster (preparedness, mitigation, response and recovery) as well as that emergency planning is an 'all hazard' discipline and that all emergency planning must be integrated across all levels from the individual homeowner and private business to each level of government. If we follow the US's lead, our emergency management planning will lean toward terrorism as the predominant and overriding hazard (which it is not) and set back the gains we've made in emergency management to date in Canada, which has been the very unfortunate result in the US.

Chicoutimi
Québec

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip over any statement that does not apply.

1. Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.1 Director of fire department and public security advisor for the City of Saguenay. Responsible for the emergency preparedness plan and the emergency operations centre.

Director of public security for the City of Chicoutimi for 14 years.

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.2 6,276 square km 150,854 urban and rural inhabitants

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.3 All the items enumerated above.

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

1.4 Landslides at St-Jean Vianney in 1970
Earthquake in 1988
Flood in 1996
Plane crashes near the Bagotville military base and a plane in the Saguenay River.

2. What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.1 Dams and seaports.

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.2 Real expertise based on experience and training scheduled in February 2004 for all the agents in the emergency operations centre + emergency plan in place + transportation of hazardous materials in our cities.

2.3 For your community, what is a major emergency? Would any of these examples qualify?

- ***A train tanker-car that bursts and spills a hazardous chemical?***
- ***The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?***
- ***A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?***
- ***How large a fire and how severe an earthquake?***

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.4 Yes, with various organizations and industries; with response plans ready; with the 1,500 employee of our city + the Bagotville military base.

2.5 For your community, what would be a successful response to a major emergency: Resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.5 Use the emergency plans already set up; call on regional public protection, the Red Cross, and all agents directly or indirectly involved in the event.

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

2.6 Yes.

3. Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.1 The municipality's existing resources and support from regional public protection + the Bagotville military base.

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.2 From the outset of operations there is follow-up with regional public security.

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.3 The city's existing structure is suitable and communication is immediately established with the province's regional public security services, since this agency is part of our emergency preparedness plan.

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.4 Yes, through collaboration now being negotiated with the media.

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

3.5 Yes, rapid delivery of needed information and support speeds up the resolution of problems.

4. Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e. homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.1 Our department disseminates information through school boards; local industries have hired outside experts to fill in their emergency plan; and we were called in when this plan was unveiled by these experts.

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes No. Could you elaborate?

4.2 Understanding with the City of Sherbrooke concerning equipment and personnel available for use in an emergency + the Bagotville base.

5. How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example ,education, equipment, or money for rapid intervention teams) should be the provincial and federal governments most immediate priorities?

5.1 Closer training link with public security and information on the equipment available at the regional, provincial, and federal levels.

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.2 No, we have to pay for this training and these test exercises. There should be federal and provincial assistance for all the emergency equipment we need.

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

5.3 Assistance should come as rapidly as possible. The provincial government should supply this assistance in equipment and money.

The following questions have to do with assistance from the federal government.

5.4 Will your community have to rely on federal support if a majoremergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.4 Yes, experience with various catastrophes has proven that federal assistance was very important.

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.5 Does not apply to us.

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.6 Does not apply to us.

5.7 Are you confident the OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.7 I don't know

5.8 Health Canada informed the Committee that there are about 1,600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes No x Were you given procedure information regarding the use of these caches? Yes No x. Could you find a cache in your community and report on the usefulness of the contents?

5.8 No.

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.9 No to first question. No to second question. Don't know in response to third question.

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

5.10 No, but by mutual aid, considering the 1996 flood when the DND gave the region adequate assistance in equipment and personnel.

Kelowna
British Columbia

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

I am an Assistant Fire Chief with the City of Kelowna Fire Department. I have been in the Fire Department for 29 years and an Assistant Chief for 12 years. I have been responsible for the Regional District of Central Okanagan's Disaster program since 1995.

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

Our Regional District consists of 3 municipalities (Kelowna, Peachland and Lake Country) totalling 150,000 people. We have urban, mixed and rural areas (mainly electoral areas of the Regional District) and some area with virtually no population. The largest centre is Kelowna with 100,000 people. The Regional District of Central Okanagan (including the three municipalities) is 2950.6 square kilometres; it is roughly 65 kilometres by 45 kilometres wide.

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

We have the Kelowna International Airport within our Regional District.

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

The only times we have opened our Emergency Operations Centre (EOC) were for flooding and interface forest fires. Flooding seems to occur once every five years and interface fires can occur yearly.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

Floods, interface fires, earthquake, aircraft accident, hazardous materials incident, landslide, storms and civil disturbance.

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

We are currently adapting to the ICS modelling of the British Columbia emergency response management system. We have so far trained the main staff of the emergency plan and next will be the alternates. We appear to have a lot of apathy within our population when it comes to disaster planning but we meet with our volunteer response groups often and they are well trained and ready to respond. On the whole I think we are well trained and well organized to meet most disasters although some would be beyond our response capabilities.

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

The infectious biological agent would be severe until we got a handle on it and the public notified also depends which of the many reservoirs are attacked. Floods are usually slow and give us ample time to plan but evacuation over 100 would be a major task. A forest fire that consumes houses and causes the destruction of other family items and the evacuation of residents is a horror story to those it affects and we will be drawn into the scenario which will cause the activation of our EOC. We have had and felt earthquakes in the past within our Region but none have caused damage. I think that any earthquake within our area that causes destruction of buildings, bridges or death would be severe.

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

We are prepared and do have plans, personnel and equipment ready fro a short term disaster that is not above our resource level.

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

Containing the crisis would be a successful response.

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

Provincial assistance will be necessary and in turn they (the province) would request federal assistance.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

Our financial aid would come from the Province; our people involved with our plan are from many agencies and organizations and would be enough for most scenarios. Our equipment would be provided by the agencies or private business if we require more (there seems to be enough).

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

It would take a widespread disaster to reduce our resources to the point that the Province would send other resources from other Regional Districts. What is more likely is in the fringe areas of our Regional District other assistance would come from outside to the close proximity of the equipment and provided the Province would approve requesting the (other region's) equipment.

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

I am satisfied that the new structure we are working on will fit our needs for any disaster.

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

Only the local television and radio broadcasts could be interrupted.

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

We have a tight link with the Provincial Emergency Program (PEP British Columbia) and we cannot ask for federal aid from federal agencies without going through the PEP Provincial Regional Emergency Operations Centre (PREOC in Kamloops).

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

We have gone to malls, given public talks, set up a group within our Emergency Social Services Volunteers to provide Neighbourhood Emergency planning. We have posted notices in the paper and delivered door to door in the past and gone on talk shows at the radio and TV stations.

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

No, we have not warehoused any supplies but we know where supplies can be found. We do have a mobile kitchen facility for about 100 people stored at one of our fire stations.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

Education modelled after the ICS program would be first. Supplies for response to major disasters would be second.

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

We apply for funding through the Joint Emergency Preparedness Program (JEPP) and have been fairly successful with this funding although most funding comes from within our Region.

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

I expect the Province would be the major provider of assistance to us in both equipment and backup personnel. Costs for assistance from the Province will be borne by the Province and would be available anywhere from shortly after a disaster to within 72 hours of the disaster occurring.

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

As stated before, any assistance from the Federal Government will come as a request from the Province through our requests to them depleting their available resources.

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

Very helpful but more dollars, if available should be spent and a higher level of funding instead of 50-50 on some items would be helpful.

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

No, I do not know anything about this office.

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

I cannot answer this question because I do not have any dealing with this office and do not know its' response capabilities.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

Yes I know of the mobile kitchen cache and that Vernon has a mobile (outdated supposedly) hospital but I have not seen any procedure information and have not been consulted on the use of the caches. Yes I could find the mobile kitchen cache in our community and know it would be useful but may require some updating.

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

The Personnel Plan within our Emergency Plan lists use of the Human resources Control Centre during a disaster. This office would basically screen and assign volunteer workers to perform emergency response duties as needed and may provide a liaison officer to assess certain situations that are occurring.

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

Our Emergency plan is not linked to DND at this time; currently use of the local DND must be requested through the Province.

Kelowna
British Columbia
(Revised)

Questionnaire on Community
Preparedness for an Emergency or Disaster

3.4 (a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).

No, we do not have a unilateral ability to interrupt.

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-related updates or instructions?

We have an excellent working relationship with our local broadcasters and would expect them to comply with a request. Some locations in Canada may require authority which, I imagine, could be done through parliament or the CRTC.

5.3 (a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it?

Whenever our Emergency Operations Centre is opened the Province opens a Provincial Regional Emergency Operations Centre (PREOC) in Kamloops and opens the Emergency Coordination Centre in Victoria. The centre in Kamloops is set up to support our centre and we are setup to support site operations among other things. Victoria supports the PREOC. We do require and expect the support we receive from the Province. A request for help and when the help arrives depends on the type of help requested. Most things we require in the way of equipment or special knowledge are available locally and can be attained quickly while other items may take 2 to 5 hours to arrive if they must come from Kamloops or the coast. If the request is part of the emergency response and we have a PEP task number the Province usually pays (within the DFA guidelines, which in my opinion require revisions).

(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it?

I think the Province did well assisting us with the wildfires this summer and if that is an example then the assistance with any disaster will be needed in the future. The assistance from the other fire departments in the Province or from the Military can take from hours to days to assemble. The cost should be covered within the DFA guidelines and through the support from the PREOC.

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Kingston
Ontario

City of Kingston – Response to the Standing Committee on National Security and Defence

Q 1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

My name is John Cross and I am the Community Emergency Management Coordinator (C.E.M.C.) for the City of Kingston, Ontario. I have been in this capacity for 30 months and have completed emergency management training sessions conducted by the Office of Critical Infrastructure Planning & Emergency Preparedness, Office of the Fire Marshall, and Emergency Management Ontario. During my tenure as the C.E.M.C., the City of Kingston declared an official emergency during the provincial blackout in August 2003 and has been impacted by SARS, 9/11, white powder incidents, extreme temperatures, etc.

I work in the Office of the Commissioner in the Department of Community Services. My primary responsibilities as Manager of Policy & Support Services include managing the City's emergency management program, leading major project teams, researching, preparing and presenting Reports to Council on public policy issues, and representing the Corporation on internal and external committees. These skills are very transferable to working with diverse groups and individuals in the emergency planning, prevention, response and recovery phases.

Q 1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

The total area of the City of Kingston is 528 square kms. Approx. 22% of the land base (9,559 hectares) is urban and approx. 78% is rural. The total population is 114,195 based on 2001 Census data.

Q 1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

The City of Kingston has many major transportation routes (City airport, Highway 401, rail lines, pipelines, and waterways – Rideau Canal, Lake Ontario and the St. Lawrence River) within our boundaries. We are in close proximity to international border crossings just beyond our municipal boundaries and have considerable potential mass casualty sites – CFB Kingston/DND, Queen's University, Royal Military College, St. Lawrence College, large hospitals and regional institutions that service South-eastern Ontario, major industrial sites, and many Corrections Canada facilities, etc.

Q 1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

National research confirms the frequency and severity of emergencies are increasing across Canada. Kingston declared an official emergency during the provincial power blackout in August 2003 and the major ice storm in January 1998. The City has dealt with "white powder incidents post 9-11, SARS, winter power outages, extreme temperatures, etc. – that while not official declared emergencies have nevertheless required a local coordinated response.

Q2.1 What are the main natural and man-made threats to your community?

The major natural threats are weather related extreme temperature events. In such cases, the local and/or provincial power supply may be significantly affected thereby creating the potential for a declared emergency. Major man-made threats include risks due to a major accident or intentional act involving the transport of dangerous goods and/or hazardous materials. As noted in response to Question 1.3 above, there are many man-made risks in our community. Dangerous goods are routinely transported on our roads, rail lines, and pipelines.

Q2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

The new Corporation of the City of Kingston was created in January 1998 and is in its formative stages. A major reorganization was undertaken in 2000 and many departments/divisions are in transition and are slowly and steadily enhancing their emergency response capacity within time and budget constraints. Although there has been much progress to date, there is considerable work to be completed as threats to the community and the public's expectations continue to increase over time. Progress will continue at a pace driven directly by funding and resource availability.

In 2003, approximately fifty City staff received training in evacuation centre management and family reunification and a comprehensive training program is being developed and will be implemented in late 2004 and 2005 subject to available resources.

Significant resources beyond current allocations are required if the City is to achieve and sustain the comprehensive level standards mandated under the new provincial Emergency Management Act (Bill 148).

Q2.3 For your community, what is a major emergency?

All of the examples listed in your question are potential major emergencies. Whether or not the incident requires a full or partial activation of the municipal emergency plan depends upon the scope and severity of the threat(s) and the real or potential impacts on our citizens, local infrastructure, and the environment and the ability of our local responders to respond effectively.

Q2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

City Council approved the new Emergency Response Plan dated November 4, 2003. This plan is a standard all hazards response plan which identifies the key individuals and their roles and responsibilities during a real or impending emergency. Incremental steps are being taken to enhance the emergency response capacity and procure essential equipment and supplies. Major gaps exist in the community's ability to respond effectively to large scale hazardous materials incidents, CBRN incidents, prolonged widespread power blackouts, and other events affecting large numbers of people. There is a definite lack of surge capacity and a shortage of trained staff and equipment to sustain a long-term response to an increased demand for emergency and medical services during a major emergency.

Q 2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

A response is successful if the impacts are appropriately mitigated to the greatest extent possible under the circumstances.

Q2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

The City of Kingston, Kingston Fire & Rescue Services, Kingston Police Services, local hospitals and emergency services do not have the necessary equipment and training to handle CBRN incidents and, thus, will rely heavily upon the provincial and federal government and CBRN response teams.

3) Are your assets sufficient to meet the threats you have?

Q3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

The City of Kingston has a very modest emergency management budget of approximately $100,000 per year including salary & benefits. External funding sources, such as JEPP, are being utilized along with municipal reserve funds to retrofit and equip a stand alone primary Emergency Operations Centre. The City has recently purchased evacuation centre kits, child care kits, cots, and other essential supplies towards the creation of a basic emergency inventory. This is an important first step towards developing a minimal or basic emergency response capacity.

Q3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

As noted previously, there are serious surge capacity issues and major gaps in emergency response capabilities, especially in dealing with CBRN incidents and prolonged power outages. Resources would likely be quickly depleted. Depending on the emergency and weather conditions, etc., there may be multiple requests for resources and/or delays in obtaining resources from the federal and provincial governments. For example, CBRN and HUSAR teams may already be deployed or directed to remain in major centres – Windsor, Toronto, and Ottawa.

During the declared emergency in August 2003, the City of Kingston received very timely and professional assistance from CFB Kingston and Emergency Management Ontario.

Q3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

The City of Kingston is a single tier separated municipality and therefore is not part of a regional communications structure.

In 2004/2005, the City will be purchasing a new Police & Fire radio system that will include an emergency management tactical channel to enable Kingston Police, Kingston Fire & Rescue, and the City of Kingston's Department of Operations to communicate during emergency situations. Provincial common radio channels also enable communications across Frontenac, Lennox & Addington and the balance of the province.

It is recommended that an upper tier mutual aid coordination planning process be developed to centralize the emergency planning process in counties, districts and regions. A municipally owned and operated emergency operations centre has been established in the Kingston Fire & Rescue Headquarters and it has the potential over time to possibly become a regional EOC facility.

Q3.4 Does your community have the unilateral ability to interrupt on command local and national television and radio broadcasts in order to transmit emergency-related updates or instructions? If not, would your community benefit from officially having the authority to interrupt broadcasts on command to transit emergency updates or instructions?

The City of Kingston does not have the unilateral authority to interrupt on command local and national television and radio broadcasts. Local media are supportive in transmitting messages, but are often significantly impacted during prolonged power outage emergencies. Reduced staffing schedules after hours and on weekends, especially at local radio stations, impact the ability to deliver emergency updates. The City of Kingston's Communications Division is working with the local media to develop emergency communications plans and the City of Kingston can directly input emergency messages on the local cable channel broadcasts.

All communities would benefit from having the unilateral authority to interrupt local and national radio and television broadcasts for emergency messaging purposes.

Q3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

Yes. There needs to be more sharing of information, plans, protocols, procedures, resources and a stronger commitment by all levels of government to develop the appropriate plans and obtain the resources necessary to establish a legitimate emergency response capacity. To do otherwise encourages "fantasy planning" which only leaves communities vulnerable to all types of disasters and legal liabilities.

4) Do you have programs in place to help prepare your community for the anticipated threats?

Q 4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

Emergency Management tips, contacts and general information are available on the City of Kingston's website www.cityofkingston.ca. and information brochures are available at City Hall and some other municipal sites. As time and resources permit, there will be a greater emphasis placed on public awareness and education.

Q4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

As indicated in question 3.1, the City of Kingston is slowly acquiring some basic equipment and supplies. These supplies, for example, enable us to open an evacuation centre but by no means are sufficient enough to continuously operate a centre for several days, weeks or months.

5) How much provincial and federal assistance do you expect in an emergency?

Q 5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

In 2003, the Province of Ontario passed a new Emergency Management Act requiring all municipalities to achieve comprehensive emergency standards. Unfortunately, the province has not provided any direct funding to help municipalities to achieve these standards.

The senior levels of government need to make emergency management a major priority within the provincial ministries and federal departments. Training and resources to deal with CBRN incidents should be a top priority. Municipalities cannot realistically be expected to fund these programs off the local tax base.

Q 5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

Although the City of Kingston has received some modest funding under the JEPP (Joint Emergency Preparedness Program), the funding currently available from the senior levels of government is insufficient to address the identified gaps in training and equipment.

Q 5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

The type and scope of the emergency often dictates the level of help and financial support required from the provincial government. Only the province can provide accurate data on estimated response times for provincial help to arrive.

Financial assistance parameters are less certain. For example, the Ontario government advised municipalities in August 2003 to record expenses incurred as a result of the blackout for potential reimbursement by the province. To date, municipalities have received no claim forms or directions on how to claim expenses.

With respect to the federal government:

Q.5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

Federal support may be required, especially in areas of federal jurisdiction. For example, there are numerous federal penitentiaries, federal buildings, and a military base that may be impacted by or be the site of a major emergency. It is anticipated that over time more formal arrangements will be developed.

Q 5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

It is recommended that the JEPP funding limits be re-examined. The upper funding limits are insufficient and do not adequately support the costs of purchasing vehicles such as mobile command centres. The $10,000 maximum for generators, for example, does not come close to covering the 45% federal share of the cost of purchasing a large generator to power up evacuation and emergency operations centres.

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

I attended emergency training at the former Emergency Preparedness Canada site in Amprior, Ontario and was very impressed by the calibre of the staff and training. I do not have any direct experience with other OCIPEP endeavours and cannot comment on its national leadership strengths and weaknesses.

Q 5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

I am not able to assess this fairly. Articles published recently in the media suggest OCIPEP may be challenged given its existing resources to effectively coordinate a national response.

Q 5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

Health Canada has not consulted nor provided me with any information to date regarding emergency caches. I have not seen a cache nor been consulted on the usefulness of these caches. It is my understanding that our local Medical Officer of Health has discussed these issues with Health Canada.

Q 5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada

Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

The Chief of the Kingston Police is a member of the City of Kingston's Municipal Control Group and is responsible under the City of Kingston's emergency plan to liaise with the RCMP, CSIS, OPP, etc. as required. Depending on the emergency, representatives from CSIS, Canada Customs and Revenue, Canadian Coast Guard, Corrections Canada, etc. may be required to perform lead and/or supporting roles.

Q 5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

The City of Kingston has an excellent relationship with the staff and employees of the Department of National Defence/Canadian Forces Base Kingston, Canadian Land Forces College, Royal Military College, and is very well served by their presence in our community.

All requests for military assistance must follow the protocols established by Emergency Management Ontario. Depending on the scope of the emergency, requests may be made for the purpose of aid to civil powers or aid to civil authority.

Guelph
Ontario

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

– My name is Harry Dunning and I am the City of Guelph's designated Community Emergency Management Coordinator (CEMC). I am a retired Guelph Police Service S/Sgt. and have been involved in emergency response and management for thirty years. I have attended courses relating to emergency management at the Canadian Police College, Canadian Emergency Preparedness College and Emergency Management Ontario. While a police officer I managed actual emergencies and was involved in community planning efforts. In the past two years I have done the community planning, education and training.

– The population of our community is approximately 109,000. It is primarily urban with a small number of farms. The community takes up approximately 88.27 square kilometres.

– We do have major industries, a busy rail line and busy roads, any of which could cause a major casualty situation.

– We have had two in the last five years (a tornado and a chemical fire).

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

2.1 – Under our 2002 emergency plan we list flood, hazardous material incident, storm, transportation incidents, civil unrest, tornado, drought, fire, earthquake and terrorist incident. We are currently doing a Hazard Identification and Risk Assessment under Emergency Management Ontario (EMO) guidelines and I expect some of these hazards to drop off the list.

2.2 – As compared to many communities in our sector we are in good shape. We are constantly improving and as CEMC I can see many activities still to be done.

2.3 – Any of your list could cause the Emergency Operations Control Group (EOCG) to assemble and be briefed on the issue. The group may then determine that the situation is being adequately handled by a particular group (e.g. – Fire, Police) or it may decide to manage the issue. The EOCG has managed a chemical plant fire, met and come up with a protocol to deal with the anthrax situation, met and discussed only, the SARS situation. The EOCG would not normally be called out for a fire or other situation that could be adequately handled on a day to day basis by an individual emergency service.

2.4 – We believe we are well prepared. We do have plans, equipment and personnel. In a major emergency we may not have enough resources and would seek assistance from volunteers, neighbouring communities and other levels of government. During the 9/11 event it was obvious that even a community as large as New York City could not conceive of every emergency and needed to seek assistance.

2.5 – A successful response would be returning the community to its pre-emergency condition. Having said that I think we realize that depending on the size of the emergency we may have to manage it and seek additional assistance.

2.6 – We are well placed to deal with a cyber-attack. We have a dedicated data service business continuity plan. We encourage the same within any entity we deal with.

For a CBRN issue we would request assistance through Emergency Management Ontario (EMO) and expect to see one of the newly formed CBRN teams. In the interim our emergency responders and EOCG would manage the situation to the best of their ability hoping to minimize any threat to our community.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

3.1 – We have a budget in place for myself (CEMC), training, public education and business continuity planning. Other City departments are expected to budget adequately to fully cover their responsibilities.

We have a primary and secondary Emergency Operations Centre (EOC), properly equipped. We have a mobile emergency operations command post for the use of our site manager. We are prepared to use land line and cellular telephones, radio (and amateur radio) and computer networks to communicate.

We have identified our emergency management personnel and their back-ups to allow continuous coverage of staff. Having said that can you ever have enough personnel?

3.2 – A major emergency would deplete our on duty and called out staff very quickly. We have some mutual aid/assistance agreements in place and our goal would be to augment staff prior to the end of the first shift if necessary.

3.3 – I think we have a good command and communication structure. We have been striving to enhance information flow within our EOC and to that end are in the process of installing a new dedicated computer system.

3.4 – Local radio and the local cable T.V. stations can assist us. Rogers Cable T.V. will not run banners for us on all their active stations. They indicate they have contracts which prohibit them from adding content. *This is an area that the Federal government could assist with (some type of enabling legislation empowering Cable T.V. networks to assist us).* Notifying the public in the early stages of an emergency is always a major concern.

3.5 – Better links would be great! They have been improving with EMO. We hear nothing from the Federal government except what we seek out ourselves or what EMO chooses to tell us. I have learned at least one thing I didn't know just by doing this questionnaire.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

4.1 – We have placed self-help information in our libraries and have created an emergency preparedness section on our website (www.city.guelph.on.ca). We hold an annual emergency preparedness day which is attended by students from our school boards. We do lectures for groups that request them.

4.2 – We have regular meetings with volunteer groups such as Red Cross, Salvation Army, Mennonite Disaster Relief, etc. and know what they have to offer. We have canvassed industry and developed a resource list for everything from bulldozers to first aid kits. In conjunction with our EMO program requirements we are currently developing a new resource list.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given

procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

5.1 – I believe training should be a priority. It would be a huge benefit if some of the current CEPC courses could be done locally so our people would still be available to the community during training.

JEPP should be doing a better job. We were supposed to hear on our 2003 requests by April 1st (the joke was on us!). We still haven't heard and nobody will give us any answers. It's ridiculous!

JEPP should make HazMat teams a priority. A lot of communities rely on private contractors with unknown abilities and indeterminate response times for this service.

We should be able to utilize our local Military reserves in certain agreed upon circumstances without having to wait long periods of time for permission. They live in the community also and want to help.

5.2 – This is adequate.

5.3 – We would hope that any applicable ministries would assist (e.g. – Ministry of Environment) to the extent of their ability as their mandate requires. We would access CBRN and HUSAR teams if needed. Hopefully assistance could arrive starting as little as 1-2 hours after notification. We would pay what we were required to pay and they would pay what they are required to.

5.4 – CEPC (through OCIPEP) and EMO have always taught that Federal assistance is available in a declared emergency by having the EOCG make a request through EMO. I can see us requesting assisting for use of the Military reserve unit in our community, Military CBRN team, environmental personnel, CANUTEC, transport safety board, etc. Is it not in their mandate to provide this assistance?

5.5 – Answered in 5.1. Needs improvement. Valuable program.

5.6 – At a local level we don't see leadership and coordination from OCIPEP. My only contacts are through EMO and the OCIPEP website. The website (unlike FEMA's) is not made to assist local CEMC's.

Perhaps a secure portion of the OCIPEP website could be made available to designated CEMC's (info provided to OCIPEP by the Provinces) which would allow them access to tools and information which would assist them to do their jobs.

In this country planning is driven to the lowest level and there is much repetitive work being done in Municipalities. For instance every community in Ontario is currently required to re-do their Hazard Identification and Risk Assessment. While everyone has certain similar risks (e.g. – water plant, waste water treatment) every community has to research these items, gather histories and write plans. We all are required to do a new resource list. Why am I searching the Web for information on Federal and Provincial ministries? Why could this not be supplied to all communities and help us to not squander our valuable resources?

Everything we are doing is valuable. Surely some of the common issues could be addressed at a Federal and Provincial level in a manner that would benefit everyone with a little fine tuning. We in the larger communities are much better placed than the small ones. Some of them are staggering under the weight of new emergency management responsibilities.

5.7 – I hope so. I haven't the exposure to OCIPEP to know. I'm sure everyone will do their best.

I have doubts when I see things like federally driven Pandemic plans circulating through local health units for years without being completed. These could be easily expanded to be beneficial during events like the SARS situation. Whatever happened to diary dating projects?

5.8 – Didn't know there were cache's. Wasn't told anything about them. Now that I have been told I will try to find out. (Sent a message to our Health Unit and they weren't aware of them either.) Another example of how we could be better informed!

5.9 – We have all Provincial and Federal ministries listed in our resource list. Don't specifically have CSIS listed but I will. Hopefully any agency we contact will be helpful. Some are limited in what they will tell us.

5.10 – Our plan is filed with EMO and that is it (Perhaps they share with DND, I don't know). As we can only access the Military through channels we don't have much contact. We do involve our local reserves in our educational activities and would love to have a closer relationship.

Guelph
Ontario
(Revised)

Questionnaire on Community Preparedness for an Emergency or Disaster

3.4 (a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).

No

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-related updates or instructions?

We depend on our local media outlets, primarily radio. It would be great if we had official authority to interrupt broadcasts and to have the local cable TV outlet run emergency banners on all station signals they broadcast. Cable TV has indicated they cannot do this due to contractual arrangements with TV stations.

5.3 (a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it?

We of course notify the Province if we activate our EOC. We haven't needed assistance from the Province yet. What we do often need from them is information and sometimes this is difficult to receive. (e.g. – During the Provincial electrical emergency in August of this year the Premier requested the Municipalities do certain things. We picked these requests up through the media. Nobody informed us of the Provincial emergency declaration, etc.)

(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it?

It's hard to say how much help we would need. It depends on the situation. It is quite conceivable that we would need assistance from entities such as the Heavy Urban Search and Rescue team or the Provincial Emergency Response Team. Hopefully the Province would assist financially with extraordinary resources as we have helped other communities in the past. Time is often of the essence when dealing with an emergency. We are near to Toronto and as such would expect aid in a timely fashion.

Cape Breton
Nova Scotia

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

My name is John Dilny, Emergency Measures Coordinator for the Cape Breton Regional Municipality. I have been the coordinator for the municipality since 1997 and prior to that Emergency Planner for the municipality police service since 1993. I have been trained in Basic Emergency Preparedness, Emergency Operations Center Course, Emergency Site Management, Exercise Design and Emergency Public Information at the Canadian Emergency Preparedness College, Arnprior, Ontario.

The Cape Breton Regional Municipality (CBRM) was created on August 1, 1995, through the amalgamation of eight former municipal units (the City of Sydney, the Towns of Glace Bay, New Waterford, North Sydney, Sydney Mines, Louisbourg, Dominion and the County of Cape Breton). The Municipality is located on the Island of Cape Breton. Cape Breton Island is perched at the north-eastern tip of Nova Scotia on Canada's eastern seaboard.

CBRM is one of five municipal units on Cape Breton Island and has an area of 2,473 km². It is second to Halifax as the largest municipality in terms of land area in Atlantic Canada. There are 1,967 km of public streets and roads within the CBRM. The CBRM has approximately 835 km of coastline on the Atlantic Ocean and 415 km of shoreline on the salt water Bras d'Or Lakes. Two First

Nation Communities form part of the 110,000 population.

Cape Breton's harbour system is located at the centre of Atlantic coast trade routes and on the Great Circle Route. The harbour system offers a deep, Y-shaped area that caters to year-round shipping activities and can accommodate panamax size vessels. Docking facilities are available at the Sydney Government Wharf, Sydport Industrial Park, North Sydney, DEVCO International Pier, and the Sysco dock. The International Pier is one of the most advanced bulk-loading facilities in the world. The Sydney Government Wharf accepts approximately 40 cruise ships during the tourist season. The best harbour on the rugged south coast of the region is at Louisbourg. Louisbourg is considered an ice-free port whereas Sydney requires ice-breaking service most winters.

For over 100 years Marine Atlantic with a terminal in North Sydney operates 3 spacious passenger ferries along two routes - the traditional, year-round North Sydney to Port aux Basques, NL route and the additional summer season North Sydney to Argentia route.

Commercial air services are available at the Sydney Airport, which is currently served by Air Canada, Jetsgo, Air Saint Pierre and Royal Air Charters. The airport is centrally located and offers flights and connections to major centres in Atlantic Canada, central Canada and the northeastern U.S. with connections to other North American and international destinations.

The municipality has experienced such incidents as a chemical release from a tractor trailer at Marine Atlantic, an ammonia release from a fish plant in Glace Bay, assist the cruise ship industry with a vessel that needed to be towed into the harbour, as well answer several calls with an unknown powder incidents (suspected anthrax) as well as weather events that have affected the area over the last several years.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

The most likely types of emergencies that may occur in the Cape Breton Regional Municipality include:
Natural disasters: flash floods, communicable diseases, major snowstorm, ice storm,

Man-induced disasters: transportation or on-site accidents involving hazardous materials, vehicles, air or rail crashes, toxic or flammable gas leaks, electrical power blackouts, uncontrollable fires, offshore marine incidents, international acts, terrorists acts, or any combination thereof.

All municipal planning committee members are trained in Basic Emergency Preparedness with eleven of the fifteen members trained in Emergency Operations Center Course as well. Fire and police have personnel trained to be Emergency Site Managers.
A major emergency for the Cape Breton Regional Municipality would be in the event of an incident, or threat of an incident, direction, control and coordination of emergency operations would continue to be the responsibility of the Local First Response Department. A major emergency exists when:
The response is for an incident of moderate to high community impact.
Citizens' protection is threatened.
The response is for an incident expected to be long in duration.
There is area wide impact crossing the boundaries of (or impacts a large part of) two or more former municipalities.
Requires extraordinary actions or expenditures of money by one or more Regional Services.

Events or incidents that would be classified as major emergencies would include Blizzard/Major Snowstorm, Rural Forest Fire, Freezing Ice Storm and/or Dangerous Goods Incident.

The Cape Breton Regional Municipality has an Emergency Plan, which is a multi-hazard emergency plan that outlines the framework for the management of an emergency response management system and to ensure that the objectives of that system are met. Through actual events and testing of the plan shows the municipality Emergency Plan structure works and that all key positions are filled and have designated alternates as well. Organizations and agencies have equipment ready to respond and/or agreements with other organizations to obtain equipment.

An emergency may be considered over when the threat to life and property no longer exists, and the Municipality has returned to a pre-emergency state. This means that residents evacuated have returned to their homes, or if their homes were badly damaged or destroyed, that temporary shelter has been found.

If services provided to residents, e.g., sewer, water, hydro, etc., were damaged, the emergency is not over until services are restored either on an improvised short-term or a permanent basis.

Incidents regarding the ability to handle cyber-attacks or a chemical, biological, radiological, nuclear disasters usually have National/International connections. Therefore, we need to know what are the clear lines of governance responsibilities. Governments think inherently and decisions are made independently. This causes faulty assumptions to be made in that other governments are responsible for certain roles and responsibilities and that they will appropriately put the resources into that. We need to know clearly what are government's roles and responsibilities; and we need to be included in those discussions, not just small meetings making assumptions.

Although our community has a Hazmat Team, a question needs to be answered by all levels of government as to what the role of other levels of governments are to ensure each community is prepared for CBRN incidents. A big question in relation to Hazmat Teams in this province is sustainability?

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

The Cape Breton Regional Municipality does not allocate funds to departments specifically for emergency preparedness and response. Departments are expected to absorb those costs from within their operational budgets. Should a Disaster Financial Assistance Program be approved following the emergency or disaster, the program may reimburse departmental costs beyond normal operating costs.

The Cape Breton Regional Municipality has developed an appreciation of the emergency supplies available in the community. All municipal agencies have designated a representative and there is an alternate for each representative. Specialized equipment necessary to deal with identified hazards is available within the municipality or is available in a reasonable time by mutual aid agreement or service contract. Given the worst-case scenario, the municipality could be sustainable for four to seven days before additional resources outside of the community are needed.

The Emergency Plan for the municipality has a unified command structure for both the Emergency Site and the Emergency Operations Center. Part of the municipal Emergency Plan is a Telecommunications Plan that has been exercised involving many stakeholders. The regional municipality's Public Service Answering Point Center, Mobile Command Post, and telecommunications room in the Emergency Operations Center assists with the coordination of communications and unified command. A problem that does exist would be our limited ability to keep up with the new Information Technology that would enable us to improve Communication, Command and Control over our Resources.

The community has three AM and one FM radio broadcast stations and one television sub-station and two cable TV companies. Part of our Public Information Plan is the contact names for these stations during operations and after hours.

The community would like to have tighter links with relevant provincial and federal government agencies to understand the common operational polices, plans and procedures and to understand respective operational roles and capabilities of the various government departments and agencies. A development of a Regional/Provincial/ Federal Emergency Management Organization and an all-hazards emergency management plan and support procedures would help facilitate a better understanding of various governments.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

The public have been advised on how to prepare for an emergency mostly through the distribution of Emergency Preparedness Canada pamphlets at public displays. These displays are held through out the year by our first responders and the Canadian Red Cross. Our municipal web site is to be updated with the appropriate information on how to prepare for an emergency as well.

As stated earlier the municipality has developed an appreciation of the emergency supplies available in the community. Specialized equipment necessary to deal with identified hazards is available within the municipality and is available in a reasonable time by mutual aid agreements or service contracts. Some small items like portable generators, emergency lighting, sandbags, blankets, cots, etc. are stockpiled.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

Although the municipality conducts routine emergency management training and bi-annual exercises, more joint training exercises among various governments is encouraged. With respect to rapid intervention teams, if the community and surrounding communities lack a certain resources (i.e. Hazmat Team) and other specialized teams there is a need for money from higher levels of government in order to maintain it's sustainability.

Money is not received from the Province for training and exercising of the community Emergency Plan. The Federal Government makes money available through the Joint Emergency Preparedness Program however, the Provincial Polices does not allow for this.

In a Major Emergency, the community expects the Provincial and Federal Government to provide support planning and operational coordination. The municipal Emergency Plan is written so that we can survive the first 72 hours before we need Provincial and/or Federal support. Depending on the type of Major Emergency, the emergency may fall under the jurisdiction of a Provincial/Federal Department or the Municipality and therefore the response cost fall under that jurisdiction as well. The Disaster Financial Assistance Program should be maintained to offset costs in Major Emergencies. Any sharing of resources and costs associated with that resource should be formalized in a written agreement.

The main funding process for Joint Emergency Preparedness Program is hampered by the fact requests must be made at the beginning of each fiscal year as opposed to maybe two times a year. The Provincial Policies also limits what can be applied for under the program, such as the $10,000 cap on a generator for the emergency operations center this impedes the community's emergency preparedness.

The Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP) in relation to defining the roles and responsibilities of individuals and governments in the Canadian Emergency Management System, the administration of financial assistance programs to enhance the level of response and recovery capabilities and the self help advice brochures show national leadership and co-ordination. However, the provincial polices on the financial assistance programs limited the ability to enhance the level of response and recovery.

The Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP) ability to co-ordinate the national-level response to a major disaster or emergency needs to formalize a federal regional emergency management organization. This organization should include an Executive Group with operational linkages with all federal departments and provincial authorities. The Executive Group should meet early during emergency situations to select/confirm a lead federal department and to develop joint response objectives and priorities with the provincial partners, and to establish a joint communication strategy.

Health Canada does have an emergency cache located in this community. The cache is located at our Public Works main warehouse. The community was not consulted on its usefulness and the cache needs to be updated, as it has not been taken care of over the last number of decades.

The Cape Breton Regional Municipality has a formalized agreement with Human Resource Department Canada. The agreement clearly outlines what can be anticipated from this department. The Canadian Security Intelligence Service forms part of the police service Emergency Sub-Plan. No other agreements exist with other federal departments and what is expected from these departments would be at best a guess.

The municipality has a Department of National Defence Armoury located in its community. We have had talks with DND and based on the conversation we cannot link our plan with DND due to the fact that their resources maybe deployed elsewhere. The community understands that DND service both National and International interest and therefore the resources may not be available locally. It is also understood that the request for federal resources may be made through the Provincial Emergency Measures Organization.

Cape Breton
Nova Scotia
(Revised)

Questionnaire on Community Preparedness for an Emergency or Disaster

3.4 (a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-related updates or instructions?

5.3 (a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it?
(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it?

Answer: Question 3

Our community does not have the unilateral ability to interrupt on command local television and radio broadcasts in order to transmit emergency-related updates or instructions. Our plan to inform the public in the event of an emergency is mainly through the use of radio broadcasting and we also count on the cooperation of the broadcasters to do so. However the same cannot be said for television broadcast. I am not aware of any legislation, which gives the community the authority to interrupt local television, and radio broadcasts in order to transmit emergency-related updates or instructions. Some type of legislation would certainly help along with the responsible by the local television and radio stations to inform the community of contact inform 24/7. Local television and radio stations are not man after certain hours and therefore they should keep the community informed of the contact information.

Answer: Question 5

Based on past experience, the community views the role of the Provincial Government to support the municipalities, the use of specialized resources and expertise, and enforcement and investigation. The provincial resources that are located in our community form part of our emergency plan and are therefore deployed relatively quick as they are part of our fanout system. Resources that are not in our community but are located elsewhere within the province are deployed within a reasonable amount of time. The province has covered the costs for these services in the past. The municipality would cover any extra ordinary costs associated with the emergency.

An importation question here is what resources can the province make available during emergency situations. I have asked this questioned but failed to get a proper answer.

Sudbury
Ontario

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

I am the Acting Community Emergency Management Co-Ordinator for the City of Greater Sudbury. I have been working in this temporary position since August, 2002. I took the Emergency Management Program Essential Level course in January of 2003.

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

The City of Greater Sudbury has a geographic area encompassing some 3,627 square kilometres & was formed on January 1st, 2001 with the amalgamation of the former Region of Sudbury and seven lower-tier municipalities, including the City of Sudbury, the City of Valley East, the Town of Walden, the Town of Rayside-Balfour, the Town of Nickel Centre, the Town of Capreol and the Town of Onaping Falls.

Sudbury is the second largest City in Canada and the largest municipality in Ontario based on land mass. The community is a mix of urban and rural.

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

Community includes an airport, Inco Limited and Falconbridge Limited, two major mining industrial facilities.

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

INCO sulphur dioxide leak in 1995.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

Windstorms; floods; explosions/fires; hazardous material transportation incident

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

Police/Fire/EMS provide core emergency services for the municipality & are capable of responding to a wide range of emergencies. However, inadequate funding is available to train personnel on CBRN and terrorist attacks.

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about How large a fire and how severe an earthquake?

2.3 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

We are approaching completion of the essential level standards to deal with emergencies. Emergency Plan is being updated and staff training will be held.

2.5 For your community, what would be a successful response to a major emergency - resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

Depends on the magnitude of the emergency; however, the focus would be to contain and resolve the crises.

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

Yes, we would require their assistance as we have no training or equipment to handle this type of emergency.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment?

Full-time/part-time personnel and equipment. No funding set aside for specific disaster response.

Do you have back-up equipment and personnel?

Yes, this equipment is minimal. Emergency Services maintains a CCCU (Casualty Care Collection Unit) as well as a three-month equipment supply in our EMS Division.

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

Magnitude of emergency would dictate depletion of resources.

3.3 Is your community satisfied with its local and regional command and communications structure?

No.

Does it require a more unified and centralized structure, and if so, why is this not in place?

Yes. No funding available to put this in place.

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

No.

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

Yes. EMO and OCIPEP provides regulation assistance, but financial assistance to complete the Emergency Management Program at all levels is required.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

During Emergency Preparedness Week, we stressed the importance of personal preparedness before an emergency happens. Display booths, set up throughout the week at local venues, gave citizens the opportunity to speak with emergency service providers and view various emergency survival kits.

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ? No ? Could you elaborate?

Yes. We have a 3 month stock of emergency medical supplies for EMS; a 3 month stock of personal protective equipment (masks/gloves/gowns) for communicable diseases and we maintain and house a Casualty Care Collection unit. In addition, a 200-bed emergency hospital unit is maintained within the community that could be accessed through the provincial government contact.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

First Priority - Money
Second Priority - Equipment
Third Priority - Training

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

We have not received any funding and are not aware of monies forthcoming.

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

Magnitude of emergency dictates what assistance would be required and what funding the Province would need to provide.

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

Any specialized assistance from the Federal Government is co-ordinated through Emergency Management Ontario.

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

No previous experience in this area. However, we will be applying for funding this year. The JEPP program is grossly underfunded in order to support Emergency Management initiatives that are required to improve municipal response capabilities.

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

Not familiar with what OCIPEP does.

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

Unknown.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ? No ? Were you given procedure information regarding the use of these caches? Yes ? No ? Were you consulted on the usefulness of these caches? Yes ? No ? Could you find a cache in your community and report on the usefulness of its contents?

Yes.

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? No. Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? No. How much help is anticipated from these departments?

None

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

DND is listed in our Emergency Response Capability resource list, but our Plan is not linked with them in any other way.

Canadian Armed Forces Recruiting Centre in Sudbury can provide us with tents, personnel and a couple of medics.

2nd Irish Regiment of Canada can provide us with generators, fire equipment, trucks, cots and bunk beds.

Sudbury
Ontario
(Revised)

Questionnaire on Community Preparedness for an Emergency or Disaster

3.4 (a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation). – No, The City of Greater Sudbury would currently counts on local media to broadcast important information.

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-related updates or instructions? Yes, Our community would benefit from the unilateral ability. However, there should be designated radio frequencies for emergency broadcasts that municipalities could access to deliver messages directly to the community.

5.3 (a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? The only recent experience was the August 2003 Black Out. Costs associated with that were filed the same month and the city has yet to receive any funding for this emergency. How long does it take for this help to arrive? During the Black out the City contacted the Provincial Operations Centre the information they were provided was not as accurate or timely as the news media. E.g. The POC could not confirm that the Premier had declared a Provincial Emergency. Who pays for it?

(b) In the event of a future major emergency, how much help would your community need from the provincial government? The is a hypothetical question that cannot be answered. It would depend on the event and severity. However, in a CBRN type of event currently we may require provincial assistance. What would be a reasonable time limit for this help to arrive? One hour or less. The reality is in certain events time is crucial therefore it is imperative that municipalities be provided the financial support to develop local response capabilities than to rely on a couple of provincial teams that are a day away. Who should pay for it? The Federal and Provincial Governments should provide the adequate funding and standards for training of local emergency response teams.

Thunder Bay
Ontario

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

My name is Terry Douglas and I have spent 30 years with the Thunder Bay Fire/Rescue Service, the last 3 as Director of Administration for the Fire Dept. January of this year I took on the added duties as Emergency Management Co-ordinator for the City of Thunder Bay. The City has a population of 120,000 and
also provides mutual aid to surrounding municipalities and First Nation communities, an area of over 200 square miles.
The City of Thunder Bay is an international port and has an international airport facility as well. Major industries include pulp and paper, grain handling facilities and major manufacturing enterprises. Thunder Bay is located a 45 minute drive to the U.S. border.
We have experienced minor emergencies such as flooding and small chemical spills. We are also an evacuation centre for Northern Ontario when forest fires threaten outlying communities, and have had First Nation peoples in our city the past 3 summers staying at the University and College dorms.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

Major emergencies at this time are for the most part naturally occurring, flood , forest fire, snow and ice storms and major power outages relating to same. We have joined hands with local industry and their CAER group that will in the future provide needed resources and expertise to handle most man made emergencies such as chemical spills within the community.

The city has a full time fire dept and similar police force. Our EMS service is somewhat smaller but fully trained in most aspects and have had emergency planning and preparedness training, all services.

Because of our location within the province of Ontario, we are somewhat isolated by time and distance from a similar sized community that might be of assistance in a time of emergency.

We cannot expect help from the province for a very long time and therefore we are somewhat self-sustaining in our response to emergencies. We would be able to handle most emergencies successfully without help, but would rely on the province and federal governments for specific types such as bio-terrorism and cyber-attack. To this end we are in negotiations with the province to establish a CBRN first response team here in Thunder Bay. This would give us the capability not only to mitigate emergencies here in the city but in the whole of Northern Ontario as well.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

Most questions asked in this regard I believe have been answered in the previous question. With regard to communications and media broadcasts, yes we can interrupt the local media for disaster reporting and yes, our command structure is in place with our emergency plan, but, as usual inter-departmental
communications are somewhat stressed due to age of equipment and cost of replacement of same. What is required from Provincial and Federal agencies is a
updated list of capabilities and equipment that can be accessed by our municipality in case of an emergency. This would go a long way in speeding
up our response to an emergency if we knew where we could go to access this equipment and a time frame for delivery of same to the city.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

The City has a web site with all of the emergency information on it with regard to snowstorms, flooding and most natural occurring emergencies. In the event of a man made emergency such as a chemical spill and an evacuation of a certain area of the city is required, this also is in place.

Civil disorder, terrorist threats,
nuclear and other disasters although mentioned, have not received the necessary attention that they should have. All disasters depend on their scope and how they impact the cities ability to cope with same.

In our city, we have great co-operation between the municipality and business to come together in the event of an emergency (CAER Group).

As to specific warehousing of items the answer is no. INAC has a number of sleeping bags, fans and cots available in the region, but nowhere near the number required for a
large scale evacuation of a portion of the city.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

The city's most pressing need would be the training and equipping of emergency responders to be able to at least contain an emergency and prevent it from becoming even larger. The training and funding from the higher levels of government has been somewhat lethargic in appearing. In a major emergency, because of our geographic location, we cannot expect any help for some time. If an emergency is declared by the city, this gives us an opportunity to back bill the provincial government for certain costs associated with the emergency. The establishment of a Northern training facility for emergency responders would go a long way to giving the people a means by which to mitigate their own problems, prior to intervention from both Provincial and Federal governments.

JEPP funding has been difficult to access with a minimum 1 year wait to see if we receive funding. Guidelines seem to be very rigid and there may be easier ways to access this type of funding for emergency responders.

We have had very limited contact with OCIPEP and are not quite sure of their capabilities in the case of an emergency. Health Canada has not been forthcoming with the whereabouts of any caches in our area and I have not seen any. I have contacted local reps and am in the process of visiting a possible mobile hospital. CSIS, Canada Customs, Citizenship and DND have had a very limited impact on our Emergency Planning for our area. With the amount of expertise these departments have, it would be very beneficial for them, to share some of it, to make us, here in the North, better prepared for an emergency.

Saint John
New Brunswick

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

Answer: My name is Robert Simonds. I am the Fire Chief of the City of Saint John and the Assistant Director of the Saint John Emergency Management Organization. I have had occasion to serve as an emergency site manager, incident commander and Emergency Operations Centre coordinator during various types of emergencies. I have been with the fire service for approximately 24½ years.

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

Answer: The City of Saint John covers approximately 126 square miles. It is considered to be an urban area; however, in the case of the peripheral areas of our city, I would consider them to be suburban and in a few instances rural in nature.

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

Answer: Our city has been categorized as the most industrial city in eastern Canada. We are home to the largest oil refinery in the country; the pulp and paper industry, a variety of processing, refining and manufacturing operations. We are a port city with an airport and a nuclear power facility adjacent to our community. The Saint John Fire Department provides initial emergency fire response to the Point Lepreau Nuclear facility.

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

Answer: Our community has experienced at least one significant emergency every 3-5 years. Examples include: Reversing Falls Explosion, January 1974; Ground Hog Gale, February 1976; City Jail Fire, June 1977;Glen Falls Flooding, February, 1981; Uptown Explosions, April, 1986; Ice Storm, January, 1998; IOL Refinery Explosion, June 1998; Expansion Avenue Fire, December, 1999; Y2K, January, 2000; Blizzards/Severe Weather Events, annually.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

Answer: Significant changes in the climate and weather conditions pose natural threats to our community. As a port city with the world's highest tides, we are prone to flooding and substantial precipitation. As referenced, as a highly industrialized city, there are many industrial operations within our community that have the potential to impact public safety and quality of life.

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

Answer: Currently, our organization has completed a variety of contingency plans with respect to local emergency preparedness. By comparison to other municipal units within our province, our staff is well trained and well organized; however, limited resources (human) and other challenges continue to limit our ability to make further advances in this area. More planning is required and better integration of our emergency plans with local industry continues to be a primary objective.

2.3 For your community, what is a major emergency?

Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

Answer: Examples that were provided in the questionnaire serve to reflect some of the types of incidences that our community would categorize as a major emergency.

2.3 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

Answer: Through experience, we know that our community can respond to a major emergency; however, as noted, we need to enhance our response plans, develop Standard Operating Guidelines for responding personnel, broaden our emergency preparedness training initiatives and conduct further inventory of our equipment and resources.

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

Answer: We would consider a successful response to a major emergency as one in terms of appropriate response, mitigation and recovery. We would anticipate that the Provincial EMO would serve to support in this initiative.

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

Answer: Clearly, there is an expectation on our part that federal and provincial authorities would provide support in responding to the emergencies as described herein.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

Answer: Most recently, we have acquired one full-time director for Saint John EMO and the resources available to her are shared resources among the various municipal departments.

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

Answer: We believe we can adequately respond to a significant emergency for a period of seven days. (depending upon the nature of the emergency) We would anticipate that it would take 48 hours for regional assistance to arrive and become acquainted with the situation at hand.

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

Answer: We are not satisfied with the communications structure that currently exists. Currently, there are a variety of radio communications systems being utilized in the region and as such, inoperability continues to exist. If we were to participate in a unified command model, that would be problematic. Currently, we resolve these challenges in an ad hoc fashion.

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

Answer: We do not have this capability.

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

Answer: It would be most desirable to have better links with our federal and provincial counterparts.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

Answer: We have most recently conducted some research in this area. A team of corporate public information officials within our community are reviewing the manner in which this type of initiative can be carried out and it is anticipated that we will become more proactive in this regard.

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

Answer: No. We have not identified warehoused supplies required to handle various emergencies and disasters. Although this would be desirable, it has not been completed to date.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

Answer: It would be desirable to have equipment and funding available form the senior levels of government to enable us to meet our operational objectives. Secondly, it is also desirable that the senior level of government have access to specialized trained teams that carry out jobs, specific functions that would be beyond the normal response of most municipal units, i.e. SARS, etc..

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

Answer: Although we have received some JEPP funding, we would suggest that more financial support is needed. As a highly industrialized community, we would argue that we are more vulnerable than other municipal units and as such, enhanced funding and more financial resources would enable us to ensure that our response capabilities meet our community risk assessment.

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it? With respect to the federal government:

Answer: In a major emergency, we would hope that the provincial government would take a lead role. We would *hope* that assistance would arrive within 24 hours and that the provincial government would provide funding to support us through this endeavour.

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

Answer: This question is very vague; however, I would clearly suggest that if our community experienced a Swiss Air 111 type of disaster, that federal support would be expected. This would be categorized as an *unwritten understanding*. If an opportunity did exist to formalize such an agreement prior to such an event, it would be very advantageous.

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful or is it impeding your community's efforts to improve emergency preparedness?

Answer: As referenced, JEPP funding has enabled us to achieve some of our organizational objectives; however, the scope of the program and the process by which one submits their applications can be improved.

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

Answer: I would suggest that the leadership and coordination provided by OCIPEP is much more focused today than perhaps it was during the days of the Canadian Emergency Preparedness College. OCIPEP needs to better communicate their roles, responsibilities and capabilities to the emergency preparedness agencies across this country.

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

Answer: I am not overly conversant with OCIPEP's capabilities in this area.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

Answer: I am not aware of where the emergency caches are located within this region. Many years ago, I had heard that there were a variety of materials stored in the region; however, no specific location was ever provided. This information would be useful and appropriate for local emergency management agencies.

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

Answer: As a municipal emergency preparedness agency, we have not incorporated the involvement of the Canadian CSIS or Customs and Immigration in our plans. I could not categorically say that there is no need for them to be involved in emergencies; however, given the nature of the emergency, it is possible.

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

Answer: DND is not part of our emergency plan. It would be expected that if DND were involved, it would no longer be a local state of emergency, but a provincially designated emergency.

Saint John
New Brunswick
(Revised)

Questionnaire on Community Preparedness for an Emergency or Disaster

(a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).
Answer: Our community does not have unilateral ability to interrupt on command programming.

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-related updates or instructions?
Answer: We are counting on the co-operation of local broadcasters to assist us in this endeavour. We have developed contingency plans with respect to contacting the broadcasters after hours; however, it would be advantageous to interrupt programs to notify of an emergency.

5.3 (a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it? Answer: Fortunately, we have not had occasion to require substantial support from the provincial government during a major emergency. Traditionally, they monitor our activities and provide us with advice.

(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it? Answer: In the event of a major emergency, we may require support from the provincial government. We would hope that they would be deployed within 24 hours and it is our understanding that monies would only be provided should it become a provincially designated emergency rather than a local state of emergency.

Moncton
New Brunswick

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

John R. Allain is Director of Emergency Planning for the City of Moncton. He is the Commissioner of Public Transit for the Metro area of Moncton and serves as a member of the Canadian Forces Reserves as a Lt. Colonel. Allain has been fully accredited by the Emergency Preparedness College at Arnprier and has held the post of Director, Emergency Planning for the City of Moncton for 21 years.

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

Metro Moncton is a tri-community area comprising of the City of Moncton, City of Dieppe, Town of Riverview and the Local Service District of Lakeside. Population is 117,000 people.

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

The Moncton International Airport is Transport Canada's latest addition to the National Strategic Airport System and the largest air cargo hub in Atlantic Canada. Moreover, Moncton is the rail hub for Atlantic Canada with all rail and road cargo, including hazardous commodities passing through its jurisdiction. The Navcan Centre handles all flights crossing into Canadian airspace on the Eastern Seaboard.

Moncton is New Brunswick's largest urban center and is the regional commercial center for south-eastern New Brunswick which includes two regional hospitals, two universities and two colleges.

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

Moncton has implemented its emergency response plan 6 times in the last 5 years:

1999 – Flood (Evacuations only 3 days)
2000 – Francophone Summit
2000 – Flood (Evacuations only 2 days)
2001 – 9/11 (2300 people + 12 aircraft for 4 days)
2002 – Flood (2 days)
2003 – Ice Storm (5 days)

Moncton played a pivotal role during the 9/11 response and subsequent Anthrax alert. During the 2003 Ice Storm, power was severed for 96 hours during the peak of winter in –15 degree temperatures.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

Natural

Atmospheric

Floods – Moncton is home to the Petitcodiac River, the only tidal bore in the western hemisphere where tides can rise 45 feet in 30 minutes.

Any rainfall accumulation in excess of 50mm in 4 hours will cause flooding in the City's core. Frequency is about every 24 months.

Snowfall – Moncton experienced a 5 ½ foot snowstorm in 1992. The emergency response was in support of 2 regional hospitals.

Hurricanes – One in 1995 and 2002; both threatened extensive damage.

Ice Storm – as stated earlier.

Environmental

As the Eastern Canadian hub for rail and road transportation, all transport trucks and trains pass directly through Moncton from Central Canada and the Halifax Port Authority.

Man Made

Moncton has taken part in a number of incidents and events in the last 3 years. In 1999, the Francophone Summit provided the opportunity for police and fire personnel to undergo advance training in chemical, biological and nuclear threats. This training provided the only response capability in New Brunswick during the anthrax incident with 21 responses (50% involving air cargo traffic through the FedEx
and Purolator hubs at the Moncton International Airport.

9/11

Moncton provided logistical and relief assistance to 2,300 foreign visitors during the 9/11 crisis. This included diplomats, hazardous cargo and escorted prisoners. A support staff of 470 workers were able to provide all services in 6 languages, accommodations and 10,000 meals per day.

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

Training is conducted on a routine basis; however, specialized on-going training and equipment is needed.

With as many responses in a short period of time, readiness in the Moncton area is high.

2.3 For your community, what is a major emergency? Would any of these examples qualify?

- ***A train tanker-car that bursts and spills a hazardous chemical?***
- ***The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?***
- ***A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?***
- ***How large a fire and how severe an earthquake?***

2.3

Train tanker car (Small)	
Water supply	- 25 people/day (Small)
	- 100 people/day (Intermediate)
Flood	- 100 people (Small)
	- 1,000 people (Intermediate – but doable)
	- 10,000 people (Large – but doable)

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

Moncton is prepared for an emerging response with the necessary plans and personnel.

Equipment and training at the advance level is needed. Priorities include:

- Hazardous Response
- Pandemic & Health Related
- Communications & Equipment
- Biological Response

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

Success – the ability to contain and mitigate the emergency without additional support.

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

We would like to handle a cyber-attack, chemical and biological threat. We would require assistance for radiological and nuclear disasters.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

Resources

All personnel are assigned duties as a secondary requirement of their job. Resources for basic training is provided and courses available through Provincial and Federal agencies.

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

A major response would be depleted in terms of human resources in 5 – 6 days. Regional assistance would require a 3 – 4 day work-up.

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

Yes, we are satisfied.

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

Yes

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

Yes. Absolutely. This is extremely important.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

Communication and outreach is regular and routine.

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

No. The crucial are equipment related and expensive.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

In both major events, 9/11 and the Francophone Summit, Provincial and Federal assistance in dealing with the immediate needs were very good. After-action, especially claims and reimbursements, were extremely poor, especially in flood and ice storm related incidents.

Governmental Priorities should include equipment and specialized training incentives and financial assistance in procuring specialized equipment. Policy, in terms of area of responsibilities and capability standards, are extremely important.

The ability to 'expedite' finance recovery is absolute. Communities will be reluctant to act if they feel they will be stuck with the bill.
In the case of the anthrax incidents, the City of Moncton had little help and guidance from health and government. All was very clear there was no protocol. The City was receiving requests from all other urban centers in New Brunswick.

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

No we are clearly not satisfied.

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government

Full support. We assume 3 – 4 days.

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

Full support. It should be formalized.

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

J.E.P.P. has impeded are ability to improve emergency preparedness.

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

No. I've never heard of them.

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

No. It is policy driven.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐

Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

No. Not aware.
No. No info given.
No. No consultation.
No. Could not Locate.

This is a real surprise.

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

We are not permitted to have federal personnel in our E.O.C.

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

No, it is not linked.

The assistance received in the past was excellent.

Sarnia
Ontario

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

Cal Gardner Sarnia Emergency Management Coordinator. Federal Courses Emergency Operations Centre Management Course, Emergency Site Management Course, The Canadian Land Force Command & Staff Course on Domestic Operations. Provincial Courses include Emergency Preparedness and Response Course, Exercise Design, Community Emergency Management Cousre, CN Inncident Command Course Etc.

Our community is both rural and urban. The rural area makes up one third of the City's land use.

The City of Sarnia produces or ships 40% of all the chemical production in Canada, which represents 80% of the chemicals produced in Ontario. We have over 32 industries in the area of which 22 are major industrial plants. The City of Sarnia is a border city and is the largest border crossing in Ontario of dangerous goods using two international bridges. Our international rail way yard is the second largest in Canada next to Vancover. We could require a massive casualty response in an emergency, which could become an international response because of our close proximity to the U.S. and their public.

This year we have had three code 6 calls from the Chemical Valley in which the public was ordered to "shelter-in-place" because of a toxic release. This occurred as recently as April 14th because of a massive power failure to the Chemical Valley. The latest incident occurred on April 20th with an H2S release. We have approx. 300 code 8 each year in the Valley.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

- ***A train tanker-car that bursts and spills a hazardous chemical?***
- ***The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?***
- ***A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?***
- ***How large a fire and how severe an earthquake?***

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

2.1 Chemical release or transportation involving a chemical release would be our biggest man made threat to our community. The largest natural threat to our community would be tornado or high winds. We have aprox. 15 tornado cells in the area each year coming up from the U.S. mid west area. A tornado in the Chemical Valley would be a disaster.

2.2 We have probably one of the best local notification systems in Canada. Currently we have municipal sirens (new in 2002) the ability to interrupt local cable TV. And radio. We currently have a trial going on with industry Canada and Bell Canada on a rapid Emergency Notification dialer that Washington is looking at. We also have a Chemical Valley Emergency Radio system that Emergency responders, Industry and Hospitals are all connected to. We also have four industrial hazmat response teams in the area and one of the largest supplies of fire foam in North America.

A release into the local water supply of a present chemical that would cause illness to down river drinking supplies could be a major concem for larger communities down river like Detroit or Windsor. The City of Sarnia could look after approx. 500 to 1000 people in our first reception centre but top open additional Emergency Reception Centres would have a great impact on our community. If we had to take 100 people or even 50 people to our Emergency Rooms it would bring our hospitals to its knees.

We have a current Municipal Emergency Plan, A mutual Aid Plan with local Industries and with Port Huron U.S. We have reception Centre Plans and Shelter-in-place plans. Our current Evacuation Plans need additional Plans because are geographical lay out hampers any Emergency Evacuations. To the west of our community we have the St. Clair River, which borders the U.S. To the north of the City we have Lake Huron and to the south of the City we have the Chemical Valley. That leaves only 5 major roads heading east out of the City. Any Evacuation would take time and would be difficult to do. Mutual Aid of personnel and equipment is readily available.

Our community would most likely be able to contain a chemical crises based on past experience federal or Provincial assistance would not be immediately available to us. The need would be there if the crisis was to continue for any length of time.

Unfortunately the Federal Government supplied a CBRN unit in Windsor, Toronto and in Ottawa yet Sarnia Represents 80% of all the chemicals in Ontario and dangerous goods which are shipped to the U.S. go through Sarnia and not through Windsor??? We are also the supplier of fuel for NASA yet we would have to rely on the Province or Federal Government to respond to a cyber-attack or a chemical, biological, radiological, nuclear disaster as are hazmat teams are privately owned and not capable of these responses.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

3.1 We have one E.O.C. and funding is very limited. Industry at one time was a source of money and people but industry has been backing away from this responsibility because of a lack of both federal and provincial support.
3.2 Any form of regional assistance to arrive in Sarnia would take one hour. Experienced help and equipment to handle our routine incidents would take at least 3 to 4 hours to arrive and not in any huge quantity.

3.3 Our Communications structure is one of the best in communications equipment from between the emergency first responders and between the municipality and the public.
3.4 Yes we can interrupt local and national television and Radio from the local level. We can also sound in whole, group or individually municipal sirens (2002) We are currently working on a project with Industry Canada and Bell Canada on a rapid telephone dialer that can send numerous messages out by way of phone, e-mail, pager, cell phone and by text message/audio/visual/and loud voice announcements right into the home with confirmation to the sender. It will also shake a bed or activate strobe lights for the hearing impaired. We are also about to invest in an Emergency local FM radio station for continuous broadcasting.
3.5 We are always looking for stronger links with the relevant provincial and federal government agencies. We currently have a very good relation ship with the federal department of Oceans and Fisheries, which has its central Artic headquarters in Sarnia and with the Canada Customs and Immigration.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

4.1 We have an Emergency Management Website, which provides various self-help guidelines on Chemical Releases, Winter Driving, Tornado Warnings, Power outages Etc. We also provide a quarterly Community Report on Emergencies through CAER on public safety and personal Action Guides as well as a Video Training tape on what to do during and emergency. There is also an educational package for the schools.

4.2 No we do not house in warehouses the supplies needed tom handle various emergencies except for the Emergency Reception kits with registration and inquiry forms and vests for the volunteers.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐

Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

5.1 We expect the federal and Provincial governments to place rapid intervention teams in locations which have the greatest potential to not only affect themselves but other municipalities (drinking Water) The potential for Chemical releases is greatest in Samia than any where else in Ontario and so is the training for a team. But the teams that respond are nowhere around here. Why ???

5.2 No not at all. JEPP funding is nearly imposable to get with out the local support of the regional Emergency Management Ontario Regional Officers Support. I believe that the Province wants to see the local community have financial support from Industry. Industry has reduced its financial support to the Community. The Community is left funding all the projects on going costs like sirens and Command Centre etc that there is no money left to pay our share of JEPP training / Projects. The Federal JEPP funding fiscal year does not work with the Municipal Fiscal year so no one can really count on the money being there when you need it. When it does appear for some smaller communities that are seen to be in greater need you only have two weeks to spend the money.

In a major emergency the City would only declare if all our resources where gone and we had depleted our finances. It would take some time to get federal resources out unless the local armouries could help us but that would have to go up the chain of command. If we had something like the national guard or a large FEMMA organization it might be a different story.

5.4 Mutual aid from the Province or from the Federal Government should be in the form of a mutual aid document. Municipalities are required to have fire mutual aid agreement why not between government bodies.

5.5 I really believe that Joint Emergency Preparedness Program funding may help smaller communities but larger municipalities are not benefiting from this. Municipal Councils some times use it, as a way of not funding needed emergency equipment. If the JEPP does not come through than the local municipal council has a way out.

I believe the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP) is not funded enough and has too few people to be of any help to any major incident in Canada. It is no FEMMA but the expectations of this department by the general population would be high in a real emergency. Example S.A.R.S and the Mad Cow incident. How much will this cost Canada. Would it not be better to fund this department better? The title is far to long and needs to be shorten. Why not "Emergency Management Canada" or even Federal Emergency Management Canada"
No I do not think it could cope for too long I believe that there just isn't enough staff to cope with a long-term incident especially if there were more than one.
I do not know of any Health Canada cache unless they are referring to Emergency Reception Centre Kits for which the instructions are not included.
The Canadian Security Intelligence Service is included in our Municipal Emergency Plan. They have also been briefed on security issues with our Chemical Valley because of the potentials. Customs and Immigration are included in our plans, as well but will do not meet with many federal departments that often. These departments should be included in our Emergency Management meets.
Our involvement with DND is limited. That are included in our Municipal Plan but once again they are often forgotten and not included in local Emergency Management Issues. This needs to be addressed. There help could have been used a number of times for domestic issues related around setting up emergency Road blocks during a chemical release or emergency security around a plant?

Nanaimo
British Columbia

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

City of Nanaimo, BC (East coast of Vancouver island)

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

Pop. 77,000 in 51 Sq Km., 12km long x 4km wide (+/-), mixed zoning

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

Duke Point Industrial area
Nanaimo Port
Nanaimo Airport (YCD)
BC Ferries terminals

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

Experience an emergency or disaster?
Level one - Daily (i.e. over 4,000 calls to NFR yearly add RCMP etc.)
Level two - Emergency Coordination Center activated 4 times in 2 yrs
Level three – No multi-jurisdictional activations in past 5 years

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

1. Aircraft Crashes
2. Atmospheric Hazards
3. Dam Failures
4. Disease and Epidemics
5. Drought
6. Explosions
7. Fires - Urban and Rural
8. Flooding

Hazardous Spills
Landslide / Debris Flows
Lost Person(s)

12. Marine Accidents
13. Motor Vehicle Crashes

Power Outage
Rail Crashes
Seismic Hazards
Social Disturbances
Structural Collapse
Telecommunications Failure
Terrorism
Volcanic Ash Fallout
Wildfire

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

Currently we feel comfortable with the ongoing preparation of emergency response and recovery in Nanaimo and Central Vancouver Island.
We have an Emergency Program Guide in place (an 5 year plan) and an Emergency Response and Recovery plan to current BC standards (BCERMS) based on our 22 identified risks.
WE have Emergency Management agreements in place with neighbouring communities and regional districts.
We have trained and educated hundreds with our identified training plans for Personal, Neighbourhood /Business and Community organizations, and Career agencies within our area.

2.3 For your community, what is a major emergency? Would any of these examples qualify?

All and we are in a recognized Sub-diction zone and urban interface is a likely scenario.
A train tanker-car that bursts and spills a hazardous chemical?
The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?
A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?
How large a fire and how severe an earthquake?

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?
Ongoing and improving

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

We are planning for and working towards self-reliance. Common myth: thinking the government will take care of me right away.

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

Under our community policies we will, depending on the level of the threat expect the responsible parties to perform their prescribed duties.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

Principals of Business continuity (i.e. access to manual systems cash etc.) are built-in to the response and recovery plans
Training and functional redundancy is on going
Capital plans are in place for upgrade and new equipment purchases

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

We have adopted and trained regionally to common standards and current estimates determine we could sustain government infrastructure for 24/7 for 1 to 2 weeks dependent on the incident/hazard.

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

Currently reviewing existing protocols and updating
Are planning SOG's designed and based on ICS and unified command structures

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

Local television and radio discussions have taken place but nothing at the provincial or national level

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

Current communications are adequate with relevant Provincial levels
Process is for Local authorities to access Federal involvement through Provincial level and at current time there is limited contact with Federal gov.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

We have trained and educated hundreds with our identified training plans for Personal, Neighbourhood /Business and Community organizations, and Career agencies within our area.
Personal preparedness – water, food, shelter and special needs for loved one (pets included) for minimum 72 hours
Neighbourhood preparedness – six disaster teams
Rapid Damage Assessment
Rapid Search & Rescue
Rapid first Aid
Safety and Security
Shelter and Special needs
Communications
Community Preparedness
Emergency Program Guide
Emergency Response and Recovery Plan

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

Local Supplier agreements are in place for some of the required logistics
Back up and emergency water supply is in place
External resource supplies are in place for some of the required logistics .

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

Education, equipment and money
Hazardous materials response capabilities
Neighbourhood training

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

With respect to the federal government: JEPP is nice but not enough

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

As in the forest fires this year
Up to one week and Provincial and Federal funds

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

Under our community policies we will, depending on the level of the threat expect the responsible parties to perform their prescribed duties.
Unwritten understanding

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

Yes JEPP is helpful but very uncertain

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

Never satisfied but the brochures, handouts, web information is helpfull

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

As good as they can, dependant on the current levels of cooperation and coordination.
Without a common management system (like ICS) this task will be formidable.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes Were you given procedure information regarding the use of these caches? No Were you consulted on the usefulness of these caches? No Could you find a cache in your community and report on the usefulness of its contents?

YES

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

CSIS through RCMP
No for customs
Limited assistance is expected (not including local RCMP, good relations)

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

Yes, good communications and involvement in planning
DND locally will be a participating partner

Nanaimo
British Columbia
(Revised)

Questionnaire on Community Preparedness for an Emergency or Disaster

(a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).
We have agreements with local media corporations to interrupt local broadcasts and advise the public. No higher level of governmental authority has been officially granted.

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-releted updates or instructions?
YES, for national media

(a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it?
As in the forest fires this year
Up to one week and Provincial and Federal funds
(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it?

PLEASE INDICATE RESPONSES HERE

Please understand that one of the barriers from a BC municipalities point of view is that the Provincial and Federal governments offer very little to the communities on a day to day basis so it is hard to trust that during a wide spread major or catastrophic event that these levels will come through in a timely manner and with the required logistics or financial support.

Example: BC is at risk of sub-duction earthquakes and there is one heavy urban rescue team that never gets deployed.

Peterborough
Ontario

Questionnaire on Community Preparedness for an Emergency or Disaster

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1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

I am the Emergency Planner CEMC for the City of Peterborugh. Have done this for 11 years. My experience is at County, City, Municpal levels. Attended Arnprior for courses.

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

City of Peterborough is 75,000 population.

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

Have small airport, small industry and is a great retirement tourist area.

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

Had two activation of the ECG, once nuclear standby and once flood situations

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

Transport of dangerous good, storms, flood....

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

We have very proactive program.

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

yes

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days?

How about 100 people a day for 7 days?

yes

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

yes

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

Yes, plans and train and exercise annually

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

We will address the situation ourselves and ask for rescues if we need them.

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

We handle first response, and protect our city. If the prov or feds have rescues we can use, we will work with them

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

Our emerg plan address our resources and depending on the situation

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational

plan took place? How long would it take for regional assistance to arrive, if available?

Depends on the situation, but work with other communities to address support

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

Emergency services are working together to address all speaking the same language

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

Locals stations provide us the needs

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

Prov is doing well, need feds to understand us better. And we need to understand feds better. Two way street

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

Limited, as in not enough hours in the day. Emerg prepare week helps get some message out...

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

No, and I do not feel budget and space would ever allow for that. Instead we have agreement to open stores on emerg basis.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

Support for training of emergency control group members, and support of EOC. Education would be great, but need to get our house in order and then to share responsibility.

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

No, not at all… JEPP is very limited and the only source…

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

Prov will help when we need certain needs. I feel we all have responsibilities, and communities ability to pay is an issue, and we need to share the debt of any situations

With respect to the federal government: same

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalised?

No… only when prov support runs out..

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

JEPP is great, not enough… if we are serious then we must get ready to pay ..

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

After 11 years little or no support

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

Not sure

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No X nope☐ Were you

given procedure information regarding the use of these caches? No, not at all Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

No to all the above

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

none

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

Not at all, told not appropriate

Saint Jean sur Richelieu
Québec

Questionnaire on Community Preparedness for an Emergency or Disaster

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1. Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

1.1 I am the assistant co-ordinator of emergency preparedness and daily co-ordinator of economic development. I was co-ordinator of emergency measures during the ice storm and, for several years, I have been the main person in charge during the recurrent floods along the Richelieu River. I have attended several training sessions.

1.2 The new municipality of Saint-Jean-sur-Richelieu has a population of 82,000 inhabitants. Mainly urban but with a rural fringe.

1.3 We are situated 35 kilometres from the American border. We have an airport. The CN and CP railroads go through our City as does highway 35.

1.4 The Richelieu River floods yearly. We have serious flooding about 5 times in every 20 years .

2. What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

- ***A train tanker-car that bursts and spills a hazardous chemical?***
- ***The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?***
- ***A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?***
- ***How large a fire and how severe an earthquake?***

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency: Resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

2.1
- Spring flooding
- A seaplane accident
- A fire involving hazardous products

These are the three major risks identified in our plan.

2.2 The annual implementation of our emergency preparedness plan for them period of floods is our guide for all other possible emergencies.

2.3 All the examples cited seem to be serious risks to us. Spills and floods are the two most applicable to our situation.

2.4 We have a plan, personnel and material.

2.5 Our plan indicates the measures to be taken

2.6 If the need arises, the governments would be called in for large scale disasters.

3. Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

3.1 The City has an annual budget of $85 million and counts more than 700 permanent or temporary employees.

3.2 If the disaster should exceed our means of response.

3.3 There is a regional Public Security office (agency of the Ministry of Public Security) right in front of our co-ordination centre.

3.4 a. Our municipality has no power to interrupt broadcasts.
b. Understandings have been made with local media (radio and newspapers)

3.5 We find the current links satisfactory.

4. Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e. homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handlethe various emergencies and disasters that could reasonably be expected to occur? Yes No. Could you elaborate?

4.1 We have sent out forms adapted to all citizens and we communicate with them on various occasions during the year.

4.2 We have service agreements with varius suppliers, including the Red Cross.

5. How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal governments most immediate priorities?

5.2 Is your community satisfied with the funding it has received from thehigher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

The following questions have to do with assistance from the federal government.

5.4 Will your community have to rely on federal support if a majoremergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident the OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1,600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes No Were you given procedure information regarding the use of these caches? Yes No. Could you find a cache in your community and report on the usefulness of the contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

5.1 The new legislation, act 173, adopted by Quebec responds perfectly to the needs of municipalities. It is still a matter of adopting some by-laws andidentifying the accredited training programs needed.

5.2 Yes.

5.3 The provincial government must back us up and meet our specific demands. Funding must come from this government.

5.4 The federal government has a support role to play, especially in the domains included within its competence.

5.5 The assistance program must be maintained.

5.6 As an organization depending of the provincial government, we are poorly informed concerning broad national orientations.

5.7 I don't know anything about this.

5.8 I have no knowledge of these caches.

5.9 No.

5.10 As we have the Saint-Jean barracks on our territory, our plan does include interactions with the army.

Longueuil
Québec

Questionnaire on Community Preparedness for an Emergency or Disaster

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1. Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

1.1 Director of Fire Department
As I have worked in the field for 27 years, I have acquired training and experience over those years.

1.2 Urban municipality: 1,408 citizens/ square km (273 square km)

1.3 The Saint-Hubert airport is located on our territory and our municipality faces the Port of Montreal. Several large industrial plants are also located on our territory.

1.4 We do a test run of the emergency preparedness plan once or twice a year.

2. What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

- ***A train tanker-car that bursts and spills a hazardous chemical?***
- ***The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?***
- ***A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?***
- ***How large a fire and how severe an earthquake?***

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency: Resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

2.1 The greatest disaster we have experienced to date was the 1998 ice storm

2.2 We are a municipality resulting from a merger carried out 2 years ago. Despite our short existence, I feel that our level of preparedness is improvingfrom month to month. For the moment, I would say that it is acceptable. Our administrative modifications have changed the jobs of several employees and certain training adjustments will be necessary.

2.3 Each of the examples describes a major disaster: those involving a biological agent (100 persons/7 days) and flooding are not likely. But if we had to evacuate 1,000 people it would pose a major problem. An earthquake and fire—obviously, fires like those in the World Trade Center would call for help.

2.4 I feel that we are capable of dealing with a disaster, but our resources are limited. As to emergency preparedness plans, there are some in place but they need more work.

2.5 We have at our disposal several resources, but we would no doubt need the help of organizations such as the Red Cross to back up our procedures.

2.6 For CBRNs we would call on the provincial plans which have equipped the City of Montreal's Fire Department to deal with just such cases.

3. Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

3.1 I would think so. The City has more than 2,500 employees, more than 300 firefighters, and more than 500 police officers. As concerns equipment, we believe we have the necessary back-ups.

3.2 Unable to answer this question.

3.3 N/A

3.4 N/A

3.5 Yes, why not?

4. Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e. homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 *Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes No. Could you elaborate?*

4.1 We have not yet reached this point, but this objective will be one of our priorities in the months to come.

4.2 N/A

5. How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal governments most immediate priorities?

No answer to this question.

5.2 *Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?*

No answer to this question.

5.3 *In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?*

No answer to this question.

The following questions have to do with assistance from the federal government.

5.4 *Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?*

No answer to this question.

5.5 *Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?*

N/A

5.6 ***Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?***

N/A

5.7 ***Are you confident the OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.***

N/A

5.8 ***Health Canada informed the Committee that there are about 1,600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes No Were you given procedure information regarding the use of these caches? Yes No. Could you find a cache in your community and report on the usefulness of the contents?***

5.9 ***Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?***

N/A

5.10 ***Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?***

Support from army (Example: 1998 ice storm)

Kamloops
British Columbia

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1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

David Marcotte, Deputy Chief of Kamloops Fire & Rescue. I am also the Emergency Coordinator for the City of Kamloops

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

Our city covers 362 sq Kilometres (includes the First Nation Land which we cover) Our community is mixed. The population of Kamloops is 81,000

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

We have 2 major railways 2 major highways that go right through our city .We also have 2 large rivers that meet at our city .The highways are the TCH and the Yellowhead.

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

We are effected by flooding potential every Spring, depending on the winter snow pack. We have had some serious floods over the last 50 years.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

Flood, drought, transportation, interface fire (we are in a high risk area for interface fires)

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

We feel that we are well prepared at this time . This does not mean that we are totally comfortable in all disaster management. We rewrote our emergency plan in 2002. The Prov.Em .Program ,has an office in our city,so we have good support. Training is always a need. I feel that some disaster management training would be a great asset.

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?
The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?
A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?
How large a fire and how severe an earthquake? Yes all of the above would be a major emergency. Whenever our resources are taxed we then consider it as a major event.

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

We have a plan and we have personal that understand the process.

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

It depends on the event and the jurisdictional responsibility. We hope we can hold things in check,and maybe even bring our city back to recovery.

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

Yes we are not trained to handle such an event without assistance.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

It once again depends on the event. We have access to whatever equipment the city owns. If the event has a declaration of a state of local emergency, then we have extra powers to obtain more equipment. As for $ we never have enough.

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

We would only be able to handle 1 major and then our resources would be taxed

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

Yes we use the "Incident Command System" in the Prov.

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

Yes we have a good relationship with our media

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

Yes it always is comforting to have those links. The provincial government is quite good.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

We have done a number of community talks and have a good ESS program.

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur?

Yes ☐ No ☐ Could you elaborate? We have some supplies but could use more.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

I think all of the above are needs here, our teams are not specified for just major disasters but also do the small things as well. Education ,equipment & $ for responders could be well used here

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

Somewhat, we have had some Provincial money for our flooding.

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

The Province supplys help at their cost.

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

I need to understand this process better, A training session sure would help.

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

We used a JEPP grant in the past , but year round access would make thinks easier. We do not always budget for our 50%.

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

! need more training as to what their mandate is

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

No I need more training

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of

this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

Need training

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

Need more knowledge

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

No

Red Deer
Alberta

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

Jim Pendergast Deputy Chief Operations City of Red Deer Emergency Services. 25+ years in the Fire/EMS field. jimp@city.red-deer.ab.ca 403-346-5511

RDES is a fully integrated Fire/Rescue/EMS/E911/Dispatch Service. 71,000 population (2001), urban, 11.43 people per square kilometre, 62.08 km2

near (15Kms) to 2 large petro-chemical plants, 12 Kms to an industrial airport, and adjacent to highway 2 (the major north/south corridor for Alberta). Both CNR and CPR have their main tracks in or adjacent to the city.

1 or more a year for the last 3 years, including a tornado, NH3 derailment, and highway closure due to snow.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

2.1 tornado, flood, and severe snow/ice/cold. Transportation incidents.

2.2 All except earthquake (unlikely)

2.3 a plan that has been used 5 times in the last 3 years

2.5 Resolving and in very large incidents containing until Provincial help.

2.6 We are a CBRN response team-equipped but not trained yet.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

3.1 we have a fully equipped CBRN team through a JEPP grant. Not trained yet.

3.2 One would use up all of our resources plus mutual aid.

3.3 satisfied

3.4 yes

3.5 no Provincial links are great—no direct federal links.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

4.1 Public service announcements and web site information re—the public must be able to be self sufficient for the first 72 hours.

4.2 yes except medical supplies such as pandemic influenza vaccines—atropine is soon to be stock piled.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

5.1 should provide user friendly CBRN training and ongoing maintenance costs.
5.2 yes

5.3 yes
5.4 no

5.5 somewhat helpful

5.6 very unsatisfied—not responsive to our needs at all—need to replace top level management (CPEC)

5.7 not confident at all—I am convinced that it will be a bureaucratic nightmare.

5.8 No to all.

5.9 No to all—none.

Red Deer
Alberta
(Revised)

Questionnaire on Community Preparedness for an Emergency or Disaster

(a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).
Yes we can access all local electronic media to broadcast an emergency tone and announcement.

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-related updates or instructions?

(a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it?
The provincial gov has been very helpful in a support role in major emergencies. It takes from 30 minutes to 2 hours for personnel to arrive. No cost to the city.

(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it?
We use them for support such as air monitoring, EOC support etc.

Sault Ste. Marie
Ontario

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

1.1 Community Emergency Mgmt. Coordinator (Legislated by Province)
23 years as Police officer/Courses related to Emergency Preparedness

1.2 Population 2001 Census 74,500
Square Kilometre 223.45 mixed rural and urban

1.3 Yes, all of the above

1.4 "declared" emergencies as per legislation" - none that I am aware of

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

2.1 Power outages/severe weather/illness /international bridge

2.2 Sufficiently prepared plan wise/equipment facilities lacking/

2.3 First two/floods/ fire involving major disruption of services /effecting significant number of people.

2.4 plan in effect …will depend on duration and severity

2.5 handling, resolving, and return to normal

2.6 Do the Feds not have responsibility for CBRN disaster/cyber disaster would probably not originate here or be limited to here

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

3.1 Limited people and resources dependent on the duration and type of disaster. Access to other equipment but may be constricted by how widespread the issues are

3.2 Probably one day anyway…

3.3 Adequate/limited resources

3.4 Local radio…we do not have local television other than non live cable

3.5 Feds and Prov. need to synchronize their requirements / Legislation / demands on communities

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

4.1 General information pamphlets

4.2 No we have some supplies however we have to obtain from private and other public organizations

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

5.1 Equipment and teams within a reasonable distance

5.2 Not known

5.3 Financial aid…I have no idea how long the govt would take to find this! I would expect the government to cover a large portion of costs and recovery.

5.4 The community will not be in a position to pay for disaster.

5.5 I don't find the JEPP process particularly user friendly and it is quite restrictive in what it can cover.

Not known

Not known

Not familiar with this

CSIS no/advisory capacity Canada Customs/only issues involving them

5.10 Technically not linked--- severe local limitations ----any major support would have to come from elsewhere in the military-would depend on emergency type

Sault Ste. Marie
Ontario
(Revised)

Questionnaire on Community Preparedness for an Emergency or Disaster

3.4 (a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-releted updates or instructions?

5.3 (a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it?

(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it?

PLEASE INDICATE RESPONSES HERE

3.4 a) NO

3.4 b) Private industry – informal agreement- official agreement –we would still be requiring radio station staff (Is this or was this not on CRTC licences- an obligation to provide this service????)

5.3 Do not recall incident where province was asked for assistance....if it were required the province should foot the bill or provide the money to pay others who are already trained in disaster for example Red Cross

Lethbridge
Alberta

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

Lethbridge occupies 124.32* square kilometres.
Total population: 72,717* (2002) an increase of 5.83% in 1999.
584.91* people / sq. km
Located approximately 97 Kilometres from the nearest US/Canada border crossing (Coutts, AB)
In 2001, the airport located just outside of city limits saw a total of 38,996 aircraft movements, and serviced 63,954 passengers.
Lethbridge is located along a major route of the Canadian Pacific Railway (official rail traffic figures in progress)

*Information taken from the 2002 City of Lethbridge Census

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

Major threats to the City of Lethbridge: flood, severe winter storm, fire, train derailment
Major re-write and update of the City of Lethbridge Emergency/Disaster Plan in conjunction with Emergency Management Alberta representative completed in the Summer of 2003.
Major exercise planned for January 2004
Mutual Aid agreements with at least six surrounding communities (including emergency responders and equipment)

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

City of Lethbridge By-law allows for the expenditure of any amount of money deemed necessary (by the Disaster Services Committee) to facilitate an effective disaster/emergency response.

The City of Lethbridge has mutual aid agreements with numerous communities in the surrounding area, as close as 5 km from Coalhurst, who are able to provide disaster relief assistance, if necessary.

Among other methods, the City of Lethbridge is able to use 3 local radio stations, and 2 local television stations to broadcast emergency-related messages.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

In 2001, the City of Lethbridge had the CARE (Community Action in Response to Emergencies) program that encouraged individual households and neighbourhoods to be prepared to be self-sufficient for a minimum of 2 days in an emergency situation. Interest has been expressed by the Disaster Social Services sector in updating and regularly maintaining this program.

The City of Lethbridge maintains an Emergency Operations Centre. The EOC stocked with sufficient supplies to allow those in charge of emergency operations to manage emergency/disaster response effectively, while ensuring rest, nutrition and hydration are readily available.

An up-to-date equipment listing is available (both publicly- and privately-owned) to emergency operations personnel

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

Provincial government assistance would be initiated with a phone call to the Emergency Management Alberta emergency report line
The only link to the Department of National Defence is a reference to the organizations emergency number under the Federal Disaster Aid contacts.
Funding for emergency prepardness continues to be an issue. Monies

from government sources go to smaller centres when in the event of a disaster they would be reliant on us for assistance. It would appear to make more sense to fund larger centres and have us invite those smaller communities to attend training from us.

Prince George
British Columbia

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

> Jeff Rowland, Fire Chief & Manager of Municipal Emergency Plan. I have had training in Emergency Site Management and EOC Operations. We have other people within the Fire Department who have training in emergency response.
>
> Prince George is 216 square miles – population 80,000. The community is a mix of rural and urban
>
> Our community has a number of major industrial facilities; 3 pulp mills, 2 chemical plants, several sawmills. We have a regional airport and sit at the intersection of two major BC highways. We also have two railroads, with rail yards in the city limits. All of these are facilities have the potential for mass casualty response.
>
> Our risk level for emergency disaster is low. In the past ten years we have had one rail car accident that could have escalated in a major problem. We have had two incidents where wild land fires threatened parts of the community. We have had three incidents of flooding. Flooding only affects limited areas of the city.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of

this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

Prince George
British Columbia
(Revised)

Questionnaire on Community Preparedness for an Emergency or Disaster

3.4 (a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-releted updates or instructions?

5.3 (a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it?

(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it?

PLEASE INDICATE RESPONSES HERE

(a) Our community does not have the unilateral ability to interrupt on command, programming for urgent special announcements.

(b) We work in cooperation with the local broadcasters to provide urgent public information to our community.

We could benefit from legislation or authority to order this service in the event of a local state of emergency being declared.

(a) Our community relies on the provincial government for expertise resources and funding during a major emergency that exceeds our local resources.

(b) Should a major emergency occur the city would call upon the provincial government to activate their PREOC in support of our local resources? We expect this response to be immediate.

The activation of the provincial government PREOC is paid by the provincial government. The provincial government would pay any decisions with cost associated to them, made by the PREOC.

White Rock
British Columbia

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

R. B. McMurdo, Fire Chief & Emergency Co-ordinator 29 years FC and 14 years EC, 18,250 population in 3.5 Numerous courses in Emergency operations and Incident command, planning, response etc. Developed with consultant 1994 City of White Rock Emergency Response plan coordinated revisions to date. Private consultant on Em. Prep. 1998 to date.

City of White Rock is 3 sq mi. (7.76 sq. km) 2 sq mi (5 Sq km) Habitated with 18,250 population 2002, 9125 persons/sq mi (3,650 persons / sq km)

A densely populated sub urban sea side community with no heavy industry, a commercial and mid rise residential core and primarily single family with suite accommodations throughout city. The Burlington northern rail transports considerable amounts of Dangerous Goods along water front beach area any incident with DG on waterfront would impact population.

The City of White Rock is located on the south to North landing flight path to Vancouver International Airport and BNR Santa Fe rail transports approximately 1/3 of all dangerous goods moved in the greater Vancouver Region along the beach front through White Rock there is no other heavy industry or major road transportation. Either air or rail incident in this densely populated area could require major mass casualty response.

The City of White Rock has experienced one weather related, subsequent flooding and land subsidence, and one Dangerous Goods events within the last 10 years where the EOC has been activated evacuations and personal displacements occurred and in the weather event 1999 considerable property damage occurred. The dangerous goods event 1996 was ruptured primary service gas line (4") and required evacuation of .5 mile radius in the city core with business closures and residential apartment evacuations. No property damage resulted from this event.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

2.1 Main threats are EQ with steep terrain and water courses land movement is expected in significant earth quake. Dangerous Goods route along water front is significant risk. Air crash has been determined a low but significant risk. Limited City resources would be augmented by Greater Vancouver regional resources through mutual aid response protocols which are in place provided other jurisdictions are not impacted by the same event.

2.2 Local Em Prep is at a moderate state and periodic reviews of plan are initiated. Local Administration and politicians have a good understanding of requirements for declarations of emergency and protocols. Provision for disaster mitigation works are made annual budget in past two years and Council is committed to continuing this process. As with any emergency plan excercises and updates are desirable.

2.3All of the incidents indicated would constitute an activation of the EOC and Em plan. Any fire that threatens dislocates persons actvates current Emergency Social services Plan. Local Fire Department is equipped to deal with one fire emergency incident and at Max two simultaneous incidents.

City of White Rock has proven it's plan does work. Response to Em Prep and ESS incidents have indicated success. Limitations to resources available by the size of the City workforce, Fire etc.

Obviously the resolve of any emergency crisis is the desired result. major emergency response capabilities are limited by size of workforce. Response protocols for mutual aid regional assistance and declarations of emergency and provincial assistance are in place.

Local RCMP, Fire will be first responders, Regional resources, and Provincial PREOC will be notified and required for any CBRN incident.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

3.1 As with most small jurisdictions Emergency operations equipment is

limited to response equipment for day to day types of emergencies. Some limited response and mitigation equipment and resources have been accumulated and are available such as sand bagging equipment, salt water pump apparatus,
3.2 Local resources would be rapidly depleted in any major incident regional resources are readily available if disaster does not effect other jurisdictions. Provincial Regional Emergency Operations Center has been permanently established in region.
3.3 No there is no Emergency governance structure for emergency operations in The Greater Vancouver Region. Each jurisdiction relies on it's own response and capabilities and the Mutual Aid agreements.
3.4 No
3.5 Uncertain. General relation with Provincial Emergency Program and response is good.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

4.1 On-going Em Prep and Life safety program. Distribution of literature and personal planning information on a continuous basis. Lectures and information sessions held by request.
4.2 Limited resources are available for response. EOC is prepared with food and water for operatives but no provision for public is made.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

5.1 Immediate identification and funding of regional Haz Mat (Dangerous Goods) response agencies, Heavy urban search and rescue, Proper development of individual response protocols and localized warning system (radio TV) along with sufficient advertising information so the general public is aware where to get information and how to react to specific warnings.

5.2 Original plan 1994 was funded through JEPP grant at 50% JEPP process is cumbersome and has not been fully utilized by City of White Rock.

5.3 Under British Columbia legislation the declaration of an emergency and the provincial recognition of the emergency provide for response cost reimbursement and some recovery cost reimbursement. the province has been fast to respond when required.

5.4 Federal support will be required on a regional basis if Provincial resources are exhausted and where capabilities are available on federal level. ie CBRN .

5.5JEPP is an obvious resource source but has been found time consuming and somewhat cumbersome for this small community. The timelines for grant application and processing have limited the City of white Rock's ability to take full advantage of these resources.

5.6OCIPEP has a reputation of being divorced from the reality on the streets in emergency response. The recent expenditure of funds that were earmarked for improvement in levels of local protection on protection from Cyber threat is typical. While this may have been a needed expenditure the information provided regarding this funding suggested that it would be available in different areas.

5.7 OCIPEP like Municipal & Provincial Em Prep agencies is underfunded with very broad expectations. I am not confident that OCIPEP could provide the necessary overall co-ordination and response required in a major emergency at this time.

5.8 I am unaware of these Caches and the product or resource they could provide.

5.9 Non of these agencies are currently involved in plan. However plan is based on Unified Incident Command procedures which should allow integration of these agencies should the need arise. Local police agencies are in close liaison with CCR and Immigration due to Boarder proximity.

5.10 No Plan is not directly linked, however protocols for DND request for response are established through provincial and federal requests.

White Rock
British Columbia
(Revised)

Questionnaire on Community Preparedness for an Emergency or Disaster

3.4 (a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation). No

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-related updates or instructions? Yes. Communication with the resident population is an issue under current review our Emergency plan relies on Broadcast cooperation and personal contact.

(a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it? Significant help through Provincial Emergency Program arrival time would depend on extent of Emergency. Funding for all extraordinary response costs is born by Provincial Emergency program if State of Emergency declared and task # assigned.

(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it? Provincial Emergency Program has designated Provincial Regional Emergency Operations Center which would be activated as soon as a state of emergency is declared by a local jurisdiction. BC Temporary Emergency Assignment Management System would supply required Provincial level personnel as required. Provincial Emergency Program covers all extraordinary response costs in a declared major event.

Belleville
Ontario
Ontario

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

Gordon Gazley, Director Fire & Emergency Services, Belleville – (42 Years service-31 as Chief-18 as Mutual Aid Co-ordinator-16 as municipal emergency planning coordinator)

Of the 42 years, 25 were with the military fire service where I was Chief of three major airbases, worked NDHQ, and was Command Fire Marshal for Training Command).

Coordinated all site fire and rescue services for leaders of the world at the Montebello Summit Conference.

Assigned by Emergency Measures Ontario to coordinate provincial assistance for Hawksbury and four surrounding Townships during the ice storm emergency (a number of weeks).

Have dealt with a number of large emergencies including large loss of life emergencies.

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

Dense in urban core – light in rural area

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

Industry, major rail & road links, 12 miles from major military airbase.

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

disaster? Can you provide some statistics?

Emergencies – daily (includes major and large loss of life fires)
Mutual Aid for fire assistance – once every one or two years
Disaster necessitation formal implementation of provincial assistance – not in last 18 years at least
Partial internal activation of the plan to deal with unique emergencies – once every two or three years

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

As per any urban centre in Canada plus major road, rail, air links and river.
What is your organization's assessment of local emergency preparedness and training at the present time?
Deals effectively with major emergencies.
Needs more work and tune up with disaster planning to meet new mandated. requirements of Ontario government.

2.2 For your community, what is a major emergency? Would any of these examples qualify?

Too general, depends on many variables and your definition of emergency vs. disaster.

A train tanker-car that bursts and spills a hazardous chemical?
The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?
A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?
How large a fire and how severe an earthquake?

2.3 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

Prepared to deal with most day to day major emergencies – again it depends on many variables and your definition of emergency vs. disaster.

Assistance for fire/rescue emergencies available through established Mutual Aid system.

Limited capability re: Nuclear, Chemical, Biological response – personnel are trained to Operational Level but we do not have Encapsulated suits for example.

Note: We did have the suits for a number of years but found that it was an expensive venture for the provision of suits with short shelf life that were never needed. With the continual downloading of cost from both senior levels of government and the need to control costs at the local level they were not replaced.

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

We resolve major emergencies on a regular basis - Again it depends on many variables and your definition of emergency vs. disaster.

For disasters involving NBC agents we would contain to the greatest degree possible consistent with personnel safety, save life is possible without needlessly sacrificing rescue personnel, secure the area, and await assistance.

Assistance is available from private industry and organizations, in addition senior levels of government.

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

We will formally declare an emergency through the provincial EMO.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

Budget is 5-6 million. 65 full time, 40 volunteers, 11 suppression/rescue vehicles, 3 rescues boats, 8 support vehicles. We are well equipped for day to day emergencies.

We do not have specialized NCB equipment.

Back up equipment and personnel are available internally from off duty personnel and externally through Mutual Aid

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

Depletion depends on nature and circumstances of emergency.

Mutual Aid assistance – 30 minutes.
Provincial Advisory Assistance – 1.5 to two hours
Provincial hard assistance (HUSSAR for example) – 2.5 to 5 hours

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

Inter-agency unified command structures require work.

Reason not in place – personnel/money/time constraints resulting from years of federal downloading to provinces resulting in provincial downloading to municipalities. The bottom line is that unlike senior levels on government, municipalities must manage the use of the taxpayers money responsibly.

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

Local radio on request – we cannot do it arbitrarily.

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

Have good links with provincial EMO re emergency management.

Almost never hear from Federal re emergency management. Should sponsor and fund disaster planning seminars – ensure dies not conflict with provincial approach.

4) Do you have programs in place to help prepare your community for the anticipated threats?

Minor.

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

Press releases and availability throughout the community of federal emergency pamphlets at fire departments and community policing locations.

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

Identified – yes to a large degree – have extensive resource location list.

Warehoused - no (other than some spills control substances) – cost constraints.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

Stop downloading requirements without funding.

Provide 100% funding a set number of years for local disaster management requirements to meet a defined standard – the standard can be the provincial standard or whatever.

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

No

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

If plan formally declared provincial advisory 1.5 hours, provincial hard 2.5 – 5 hours.

Money spent is recoverable to a large degree if provincial plan implemented.

With respect to the federal government:

> Expect little if any during initial hours.
>
> Cost recovery process ????

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

Not for major emergency.

Depends for disaster. Formal agreements required.

Note: Was Command Fire Marshall for Canadian Armed Forces Training Command and Chief of a number of Canada's Largest Airbases – fact is that initial assistance is always subject to base operational requirements. This fact make agreements somewhat meaningless. Important thing is that providers on emergency services be made aware of the limitations of assistance from federal level.

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

Increase the percentage covered, and make it so that it is not limited to once a year submission.

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

Not really – they are fairly invisible at the municipal level.

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

Again – remain to be convinced.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No x Were you given procedure information regarding the use of these caches? Yes ☐ No x Were you consulted on the usefulness of these caches? Yes ☐ No x Could you find a cache in your community and report on the usefulness of its contents?

In fairness the Red Cross does have a cache in the municipality for international aid and they have offered to shown me and try and make available locally in case of extreme emergency.

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

Canadian Security Intelligence Service agent - no – no idea who he is.

Canada Customs and Revenue Agency – no.

Citizenship and Immigration Canada – no.

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

Yes – as discussed, assistance depends on DND priorities.

Belleville
Ontario
(Revised)

Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).

No

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-related updates or instructions?

(b) PA from mobile vehicles (if not tied up at emergency)
Depend on co-op of Broadcasters - Yes
Benefit from ... – yes

5.3 (a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it?

Yes if disaster declared
Arrives reasonably fast
Government if disaster declared

(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it?

Depends on severity
Already arrives reasonably fast
Government if disaster declared

Gord Gazley
Director Fire & Emergency Services
Belleville

Drummondville

Québec

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

Director General and Emergency Measures Coordinator. I trained in emergency arrangements with the Emergency Preparedness College and Protection civile du Québec.

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.2 660,84 persons/km^2 - 71,64 km^2 - urban

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.3 Yes, the railway is the transport hub

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

1.4 Twice:

Ice storm	1998
mini-tornado	1999
flood	1989 (and others)

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

Hazardous materials threat

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

Depending on the type of disaster, human and material resources from the municipality are supported by members of the Service d'intervention d'urgence du centre du Québec and could provide adequate response. For example, during the mini-tornado in the summer of 1999, as well as with the ice storm in 1998, these resources were proven. Several simulation exercises have allowed us since 1972 to react well within the first 72 hours of a disaster.

2.3 For your community, what is a major emergency? Would any of these examples qualify?

- ***A train tanker-car that bursts and spills a hazardous chemical?***
- ***The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?***
- ***A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?***
- ***How large a fire and how severe an earthquake?***

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

A major emergency is considered to be one where the disaster surpasses the capacity of the municipality's services to intervene.

All 4 examples apply.

The city has an emergency preparedness plan and has the necessary equipment to respond to certain types of disasters. However, emergency situations such as a major earthquake, dam burst, railway car spilling hazardous chemicals, biological air or water contamination wuold require external intervention (federal and provincial governments).

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

Depending on the major emergency, the city would activate its emergency preparedness plan, deploy available human and material resources to maximize protection of persons and property, while awaiting outside assistance.

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

Yes.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

The city does not have a specific budget for municipal emergency arrangements except for an amount of approximately $50,000 that has been sent to the Service d'intervention d'urgence du Centre du Québec. The city has regular staff from the the city and the Service d'intervention d'urgence du Centre du Québec (approximately 300 individuals in all). As for equipment, we have what is available from Travaux publics and the service de Prévention des incendies (Public Works and Fire Protection Services). In certain cases we would call upon private enterprises and other municipalities.

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

This always depends on the type of disaster, the period after which our services would be depleted varies from within 0 to 72 hours.

During the period of 0 to 72 heures.

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

Yes - No - It will be completed within two years following the risk management framework that will be established by the MRC Drummond.

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

No

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

Yes

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

As part of the emergency arrangements plan, instructions on this are provided in the Communications section.

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

Yes - Protection civile has already offered us emergency equipment and an adequate storage area has already been identified.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

Training: due to the many dangers worldwide, training should address these new threats, such as anthrax, biological contamination, etc., while during the years 1960 to 1975, the nuclear threat was the primary convern, between 1975 and 2000 we have paid more attention to natural disasters (ice storms, floods, etc.). As for equipment and funding for rapid intervention teams, the Government should provide these regular teams with what they need following a more technical consultation.

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

The city does not receive any funding for training and exercises. It covers these costs entirely.

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

Logistics for specialized human and material resources that are not available within our municipality.

Between 0 and 72 heures.

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

Depending on the type of emergency, human resources and the equipment required to handle the disaster. We are working with the Government of Quebec and other municipalities.

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

Pertinent

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

Yes. All the information material necessary to inform the population is adequate.

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

We have not had any experience with OCIPEP. Disasters have been coordinated with the BPCQ.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

No - no - no - Possibly yes.

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

No - no - Undetermined. The personnel at Drummond Penitentiary (federal prison) have been involved at the human resources level with the Service d'intervention d'urgence du centre du Québec, which in turn has joined the municipal emergency preparedness plan.

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

No. Depending on the type of disaster, and availability of specialized human and material resources

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Drummondville
(Revised)

Questionnaire on Community Preparedness for an Emergency or Disaster

Replies

(a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).
No

If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-related updates or instructions?

We can count on the collaboration of two local radio broadcasters.

5.3 *a*) Taking into account the way things have evolved to date, what assistance would your municipality expect from the provincial government in a major emergency? How much time would this assistance take to arrive? Who would pay the costs?

Sûreté du Québec: immediately
Health: 24 hours
Costs would be covered by the Gouvernement du Québec

b) In the case of a major emergency, how much assistance would your municipality require from the provincial government? Within what reasonal timeframe would this assistance arrive? Who would cover the costs?

Sûreté du Québec: immediately
Health: worst case scenario, assistance could take up to 72 hours to arrive.

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Medicine Hat
Alberta

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

1.1 My name is Garry Mauch, General Manager of Protective Services with the City of Medicine Hat. My responsibilities include Disaster Services, Fire and Ambulance Services. Previous employment – senior military officer with DND specializing in fire protection. Total experience in emergency response coordination is 35 years.

1.2 The City of Medicine Hat has a population of 51,249 encompassing a 120 sq km area. Close coordination is routine with the Municipal District of Cypress (rural) which covers 8500 sq kms of southeast Alberta. The City provides Regional Disaster Services to the area, capturing an additional population of 10,000.

1.3 The Community is located on the Trans Canada Highway and has the CPR mainline through the core of the City. Medicine Hat has a municipal airport with daily air service as well as two air ambulances for air ambulance transfers to larger centres. Several major industries are located here including Canadian Fertilizers, CanCarb, Methanex, and GoodYear.

1.4 Depending on the definition of a "disaster", the most salient threat to Medicine Hat has been high stream conditions resulting in floods. The last significant flood was in 1995 with subsequent threats since then.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

2.1 Potential natural disaster conditions for the area are floods and severe weather conditions such as tornadoes, snow, ice storms and hail. The most significant manmade threats are from the transportation of dangerous goods via railway and highway traffic. Several large industries also pose a threat associated with the production and transportation of dangerous goods.

2.2 The disaster response structure for the region is considered good to excellent. Disaster planning and preparedness is very much a salient component within the municipal structure, and it includes the involvement of all levels of staff including City Council. Training is routine and ongoing.

2.3 A major emergency would include a large fire or catastrophic failure at one of the industrial sites prompting the evacuation of thousands. A train derailment or highway transport accident involving dangerous goods within City limits is also a threat, as is a major flood necessitating the evacuation of more than 1000 citizens. Further, a pandemic influenza attack or severe storm is also probable.

2.4 The City has well-trained and equipped emergency response services coordinated through a disaster plan. The plan captures resources from the entire southeast Alberta region, and the plan can be implemented within 15 minutes. Emergency operations centres are established as well as mobile command facilities. Plans are detailed and amended routinely. Immediate response disaster directors are on call 24/7 as are key staff/department representatives. The disaster structure is tied to a system of escalating response layers leading to quick notification of Provincial Disaster authorities.

2.5 Successful response would be: 5-minute response by on-duty emergency services, 15-minute response by the disaster director, 40-minute response by key support agencies, 2-hour response by secondary support agencies and 5-hour response by external agencies and Provincial authorities. Any crisis should be contained within 2 hours, and sustainment by local resources could be possible for up to 12 hours.

2.6 The community is currently developing, in concert with Provincial authorities, a first response Chemical, Biological, Radiological and Nuclear (CBRN) capability. Also, an interface initiative is underway that involves all three levels of Government. CBRN equipment is now in place within the community for first response, and the City of Calgary and the Province are crafting secondary response plans. Adequate training from Federal and Provincial government sources is still lacking.

Medicine Hat, located in Southeast Alberta, is somewhat remote to assistance from other larger municipalities. The cities of Lethbridge and Calgary are 150 and 300 kilometres away respectfully, so we must rely on our own resources for the initial response to any emergency. Our community has a well-developed regional emergency response plan. A regional Disaster Services working group meets on a regular basis and conducts exercises to test various components of the plan.

We would not normally call on the Province for assistance unless a state of emergency was declared. CFB Suffield may be called to assist with certain types of incidents. The aforementioned CBRN response capability should be managed within the Provincial resources available.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

3.1 Securing funding for "possible" events is always extremely limited. As with all municipalities, there are few resources dedicated to disaster preparedness. Medicine Hat has developed plans that identify the reassignment of resources and people in the event of a disaster. Back-up equipment is marginal and depending on the nature of the emergency, back-up equipment may have to be acquired from external sources that could be as distant as 300 kilometres. Medicine Hat has some back-up or reserve equipment but must rely on off-duty personnel to supplement the incident response and to provide coverage to our response for simultaneous incidents

3.2 Depending on the nature, severity and intensity of the major emergency, resources could be depleted within minutes or within days. A catastrophic fire or failure at one of the major industries or in the rail yards could deplete resources within 15 minutes, whereas a major storm or flood could be managed for days without external support. Generally, however, the City may be able to manage the initial incident but would have limited resources to deal with any subsequent incidents.

3.3 Regional command is not problematic, however, communications is a challenge. Due to the vast area of the region, radio communication is not reliable and in many areas is nonexistent. More communication towers are needed throughout the area, and radio systems need to be upgraded to digital trunking. Without communications improvements, the region will continue to be frustrated by the inability to effectively communicate. Adequate communications have not been implemented due to a lack of funding.

3.4 Radio and television transmissions cannot be interrupted by the community without the Public Information Officer making contact with media representatives and requesting their assistance in delivering a broadcast. Such capability is limited.

3.5 Yes, a more comprehensive linkage should be promoted between municipal, provincial and federal agencies responsible for emergency response. Currently, it is poorly defined, understood and cumbersome to employ.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

4.1 Disaster Services presentations have been given to various community groups, plus an array of information pamphlets and brochures have been disseminated and are made available at various public outlets.

4.2 Yes, to some degree. Dedicated emergency response supplies are limited to blankets and stretchers. A resource directory of various supplies, commodities and services throughout the community is maintained by disaster services; the purpose of which is to acquire or commandeer in the event of a major incident occurring.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

5.1 Improved communications systems, national program for educating public and succinct mobilization plans involving all levels of government are crucial and should be priorities.

5.2 Absolutely not. With the exception of the CBRN equipment delivery, there has been no funding from higher levels of government (odd RIPP/JEPP grant the exception).

5.3 Considerable assistance is expected from the provincial government and federal if the situation warrants. It is expected that assistance from provincial sources would take at least 5 to 6 hours to arrive. If a state of local emergency is declared, it is anticipated that reimbursement of costs would be applied for through the provincial disaster funding program.

5.4 Depending on the nature of the emergency, federal support may be called upon. There is no commitment or statement from federal authorities related to local assistance other than some information related to accessing DND support. Without question, inter-governmental plans and procedures would add a significant dimension to disaster planning and response. Pooled resources, added levels of expertise and communications improvements are only a few examples of the potential benefits that could accrue from more concerted inter-governmental planning.

5.5 The JEPP has been of some assistance, however, it is too restrictive and allows little latitude for funding of training, plans preparation etc. It appears that the grant is limited to equipment acquisitions.

5.6 Am aware of the organization but to date it has had no impact or influence locally. They have made presentations at various conferences but to date its visible involvement has been in acquiring CBRN equipment. It is understood that training for CBRN is a focus of OCIPEP as well as other initiatives, however, there has not been any substantial visibility regarding the organization.

5.7 Cannot respond since information regarding their plans and capabilities are elusive and vague.

5.8 Am aware of the mobile hospital kits since one was pre-positioned in the post office building in Medicine Hat. Its presence was learned by accident and when inquiries were made regarding its purpose, local training, maintenance of the equipment, etc, I, as the Director of Disaster Services, was basically asked how I was able to acquire a key and instructed to return the key ASAP. I was told (by Health Canada) that I was to have no access or interest in the equipment. I have since learned it has been moved but have not been informed what the final disposition of the equipment was. The message from Health Canada was made clear: hands off, it is none of the community's business and do not concern yourselves with any aspect of the cache.

5.9 None of the agencies are included since they have not been envisioned to be of value to disaster planning or disaster response capability.

5.10 No. It would be beneficial if the local militia could be strongly identified in the local plan as an immediate call-out element. How much assistance is expected from DND is difficult to succinctly answer. The need would be predicated on the nature and intensity of the emergency/disaster.

Medicine Hat
Alberta
(Revised)

To your questions:

3.4 (a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).

Under the umbrella of the Disaster Services Plan, Medicine Hat has an unwritten agreement with the local broadcasting media to interrupt broadcasts to deliver priority information should an emergency of scale occur. The arrangement is framed more as a gentlemen's agreement and has been instituted on a few occasions. There is no legislation that compels the broadcasters to give priority to Disaster Services.

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-related updates or instructions?

The understanding and cooperation that currently exists between municipal government and the local broadcasters is based on personalities therefore, it would be prudent to have legislation in place that compels broadcasters to interrupt programming in the event of a situation that may or does affect significant numbers of the local population. Further, it would be beneficial to have a positive media link to Disaster Services that enables the Director to capture TV and radio broadcasts immediately.

5.3 (a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it?

Fortunately, Medicine Hat and region has not been in a situation that prompted the need to initiate Provincial support. The Province has a system in place that enables communities to immediately access the Provincial Emergency Operations Centre 24/7. The system is quick to react and it is understood that the Centre has the authority to deploy any and all resources to assist a community in the event of a disaster. Response to Medicine Hat would be within a window of between 8 and 10 hours. The municipality will initially incur all costs and make application for senior government financial support through the Disaster Relief Fund. Depending on the circumstances, it is anticipated that either a cost share solution would be determined or, a full funding settlement arranged.

(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it?

The degree of assistance from the province would depend entirely on the nature and scope of the emergency. There is confidence that an immediate measured response would occur and that under the direction and authority of provincial authorities, assistance would arrive within the 8 to 10 hour period. Should an event of such scale impact the City and region that warrants the request for provincial support and resources there would be an expectation that the province and or the Federal government would acknowledge the majority, if not all costs.

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National Emergencies: Canada's Fragile Front Lines

Standing Senate Committee on
National Security and Defence

VOLUME 3

March 2004

Introducing the Questionnaire Responses

This appendix contains the 86 responses that the Committee received to an emergency preparedness questionnaire that it distributed to first responders in 100 Canadian municipalities. This was not supposed to be a scientific survey. Rather, the Committee asked open-ended questions in order to give local officials the opportunity to comment freely on their level of preparedness. We believe that a picture of emergency preparedness across Canada emerged from this broad-brush approach.

The questionnaire responses – along with the answers received to the 2 revised questions – are grouped according to the 4 categorized sizes mentioned at the start of the analysis in Chapter 6. These categories are:

Category	***Classification***	***# of replies***
A	*"Very Small" communities of 20,000 to 49,999 people*	*32*
B	*"Small" communities of 50,000 to 99,999 people*	*23*
C	*"Medium" communities of 100,000 to 499,999 people*	*23*
D	*"Large" communities of more than 500,000*	*8*

This categorization was deliberate. For the analysis, it was done to highlight trends that the Committee found in the responses. The Committee maintained this categorization here in the hope that it would spark a dialogue in and amongst communities by allowing them to compare themselves against communities of similar sizes.

The Committee would like to extend its thanks to all those who responded to its questionnaire.

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(There are two volumes of responses to the questionnaire)

Fredericton
New Brunswick

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

Murray Jamer, P. Eng. Director of Engineering & Public Works and Director of City of Fredericton Emergency Measures Organization.
Experience:
-Director of Engineering & Public Works, Fredericton, NB
-Former Assistant EMO Director, Saint John, NB
-Several EMO courses
-Several actual EMO responses

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

Total population of Fredericton = 47,560
Population Density/square kilometer: 362/square kilometer
Dimensions: 131.23 square kilometers
Community is Urban.

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

Fredericton is within 15 minutes of an airport, 1 hour and 10 minutes of a border crossing, 1 hour and 15 minutes of a sea-port and 1 hour and 20 minutes of a nuclear power generating facility.

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

Emergencies or disasters encountered in Fredericton are very rare. We do experience a degree of flooding in the spring-time, however the last significant flood situation was in 1998. The major flood prior to this was in 1973 and is regarded as a one-in-a-hundred-year flood.

In March 0f 2000, the municipality experienced a serious chemical incident which required the municipality to have an EMO response.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.1 The main natural threats to our community would be a flood, fire (forest or urban) and ice storm.

The main man-made threats to the community are vehicle accident with chemicals, aircraft crash in municipality, natural gas explosion, gas explosion in sewer system and construction building collapse.

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

Our assessment of local emergency preparedness is high. The municipality has worked since the beginning of the 90's, with an increased level of work during 1999 to prepare for the Y2K roll-over.

Training for the Emergency Operations Group has included:
32 people in Basic Emergency Management
21 people in Emergency Operations Centre Management
8 people in Emergency Public Information (Crisis Communications)
10 people in Emergency Site Management
2 people in Exercise Design
2 people in POP
    1 person in DAER, and
    1 person in HM
Apart from the City EMO the school board, the hospital board, the nursing homes and many other organizations are now doing emergency preparedness.

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?
The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?
How large a fire and how severe an earthquake?
A "major emergency" for this municipality would include those instances as were noted in section 2.1 above.

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

Our community is ready to respond to a major emergency. We have a By-Law in place, an Emergency Response Plan, 16 Response Scenarios developed for response to various types of events, and a Data Bank of resources locally that we can call upon. We have also identified Evacuee Reception Centres and have included many "external" agencies in our group, such as the Salvation Army, Red Cross, St. John Ambulance, Aliant, NB Power, etc. We have established a shelter with emergency power capabilities

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

Resolution of the emergency is a successful response to a major emergency. Of course, this may involve Provincial or Federal assistance, but our attempt would be to resolve the issue without the assistance form the Province or Federal Government.

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

We would probably look to other levels of government to assist but not necessarily to "handle" the attack. Any good EMO plan indicates resources available, when the emergency is beyond the capabilities of the municipality.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

Our budget is quite small - $2,400 per year. However, we have approximately 42 staff who attend our monthly EMO meetings for the purpose of planning. The City has numerous outside agencies who plan and who are also available to respond. We have staff trained and prepared to respond to an emergency and we have equipment available to respond to most typical types of emergencies we would expect to be required to respond to.

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

For a small city, Fredericton does a lot of work "in-house" and therefore has significant internal resources. As well, there are significant private resources in the community. Therefore, the community resources could last some time.

Regional assistance, depending upon the emergency, may be slow to respond. The City is surrounded by smaller communities with few resources. If the provincial resources were tied up, a response form the region would be very slow.

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

Yes. The City has a good EMO. The City receives good direction and support from the Province.

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

No. We are not sure whether the Province can do this. If we were to do it, we would ask the Province for assistance.

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

Our links with the provincial agency is good. As far as the federal agencies go, we understand that the Province has the necessary links. Therefore, the links are as they should be.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

Advice to the public has been through presentations to the Public Safety and Environment Committee as well as through field exercises in which the public has been involved.

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

No. Our Plan relies on the resources we would normally have on hand, as well as the resources our partners (like Red Cross) would have.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

The Province has done a good job in working with communities to improve EMO planning.

The Province could do more advertising about how the individual could be better prepared. Most municipalities do not have the resources to do this type of advertising themselves.

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

Yes. The Province and the Federal Government have both helped with training and the Province helps each year with exercise planning and implementation.

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

The City will expect the Province to do two things:
Provide, in an emergency response, the services it provides as part of its mandate. (social services, hospitals, etc.)
Access help, including funding from the Federal Government.

The above noted would be provided at no cost to the municipality.

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?
It obviously depends on what the emergency happens to be. For the most part, the municipality is in a position to handle most emergency events. If, for instance, we have a major winter storm such as the 1998 ice storm, the municipality would

be able to handle the response to a point. After that, the Province and the Federal Government would have a role to play in terms of response and financial assistance. We believe the agreements are in place that would allow us to get help from the Province and the Province to get help from the Federal Government.

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

We have not been that successful in obtaining JEPP funding. We don't think it would ever impede our preparedness.

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

We are not really aware of this. We would expect the Province to represent our interests in this regard.

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

Again, we are not really aware of this and would expect the Province to represent our interests in this regard.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

No. No. No. No.

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

No. No. We currently access the Federal Government resources through the Province and that works quite well. We would caution against each municipality dealing directly with the Federal Government.

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

No. As in the case of a major winter storm, it is conceivable that the DND may be called upon to provide snow clearing assistance, transportation assistance and possibly shelter assistance. Again, if DND was required, that request would be made through the Province.

Fredericton
New Brunswick
(Revised)

Questionnaire on Community Preparedness for an Emergency or Disaster

3.4 (a) Does your community have the **unilateral** ability to interrupt **on command** (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation). Our answer remains the same as the original answer. No, we do not have the ability to undertake this type of notification.

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-related updates or instructions? We are not counting on the cooperation on local broadcasters to assist us in this, although they may be cooperative to a point. We would look to the Provincial EMO for assistance in the notification process. Yes, our community could benefit from having the authority to interrupt broadcasts to transmit emergency-related updates or instructions.

5.3 (a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it? Our community has been very fortunate in that we have not had to request the assistance of the Provincial government as we have not had, what we would call, a major emergency.

(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it? The City would expect the Province to do two things:

Provide, in an emergency response, the services it provides as part of its mandate. (social services, hospitals, etc.)

Access help, including funding from the Federal Government.

The above noted would be provided at no cost to the municipality.

Saint-Jérôme
Québec

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you? What work experience do you have that relates to emergency response co-ordination?

Chief of the Prevention Division and Assistant Coordinator of Municipal Emergency Arrangements. Several events over the past 15 years have enabled us to implement our action and intervention plas, whether for the alert process, the mobilization and opening of a coordination centre or the opening of shelters and information centres for our residents.

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

666 persons/km^2 and 93 km^2. Urban 60 %, semi-urban 10 %, and rural 30%.

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

Yes, 8 industrial risks on our territory, as well as the nearby Montreal International Airport (Mirabel).

How often does your community experience an emergency or disaster? Irregularly, but more frequently since 1995. Can you provide some statistics? Disasters over the past 30 years	Date
Hôtel Lapointe Fire	1972
Landslide (Saint-Antoine sector)	1979
Rivière-du-Nord Flood	1980
Hôtel-Dieu de Saint-Jérôme Fire	1989
Bombing of propane reservoir	1996
Suspicious parcel alert at the Propane Filling Centre	1997
Blackout	1997
Ice Storm	1998
Flood (Bellefeuille sector)	1998
Chlorine Leak, Saint-Jérôme Filtration Plant	1999

20¨ Water Main Break	2002

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community? HIGH WINDS – STORMS AND HAZARDOUS MATERIALS

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

Our research and analysis flowchart on our response capacity shows that we score 15.3 points out of a total of 20 points in terms of internal and external resources available to our municiplaity.

2.3 For your community, what is a major emergency? Would any of these examples qualify?

When a coordination centre has been set up involving and affecting many individuals, property or the environment.

The first three examples provided:

- ***A train tanker-car that bursts and spills a hazardous chemical?***
- ***The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?***
- ***A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?***
- ***How large a fire and how severe an earthquake?***

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

Yes.

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis?

Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster.

Yes

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

Annual budget funding for emergency arrangements, 15 persons assigned to the organisation municipale de sécurité civile (OMSC), 550 municipal employees and 150 volunteers through our local organizations and partners, equipment from various municipal services (police, fire, public works and transport).

Yes, beds, blankets and kits for the logistics of setting up temporary shelters.

Agreement with the Red Cross and community organizations.

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

Within 30 minutes of our request for assistance.

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

Yes. In the process of being established through the Public Safety Risk Plan for the MRC Rivière-du-Nord.

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions? Would your community like to have closer links with the relevant provincial and federal government agencies?

Yes, in an emergency situation, contact and collaboration with the media are essential during catastrophes and major disasters in the province of Quebec. The communications plan must be followed during a crisis situation.

Yes

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 ***What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?***

Protective and incentive measures, evening information sessions for the population to prepare for the unforeseen (emergency kits). Example : information brochure during a flood alert.

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

Equipment for opening temporary shelters, beds and blankets stored in a municipal warehouse.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 ***Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?***

Put greater emphasis on risk prevention and management. Facilitate procedures regarding agreements between the various decision centres. Closer collaboration between the Ministère de la Sécurité publique or the Department of National Defence and municipal organizations.

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan? In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

No

Support for the local authority through the government departments (Sécurité publique, Santé et services sociaux, Environnnent, Transport, Ressources naturelles, Agriculture, pêcherie et alimentation and Communications) to help the information flow to citizens.

45 minutes

Programme d'aide financière et programmes généraux in accordance with the Loi sur la sécurité civile (L.Q. 2001, c.76), s. 100 to 122.

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Yes. Is this expectation based on an unwritten understanding and should this arrangement be formalized?

Yes.

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

Very helpful.

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

Yes. Frequent publishing, and dissemination of pertinent information regarding the OCIPEP mandate.

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency?

Yes Please explain. Past experiences with various catastrophes or disasters in Canada.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

Yes, triage, supply and decontamination.

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments? Is your emergency plan linked with the Department of National Defence (DND)?

Yes (Mirabel Airport) Interpreters and plane crashes

Yes

5.10 How much help is expected from DND in a major emergency?

Human and material resources.

Mario Saint-Pierre
Assistant Coordinator
Mesures d'urgence municipales (Municipal Emergency Arrangements)
Ville de Saint-Jérôme
August 7, 2003

Laval
Québec

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

How often does your community experience an emergency or disaster? Can you provide some statistics?

1.1

I work as an advisor to the municipal managers at the service level. My experience started in 1974 during the centennial floods that ravaged Quebec. My job as a police officer led me to prepare response plans for police operations and in 1991 I started taking courses in emergency preparedness at the Emergency Preparedness College.

1.2

The city of Laval has an area of approximately 247 km^2 and a population of approximately 350,000 people. Despite Laval's urbanization rate, we have extensive agricultural spaces.

1.3

Our municipality has three industrial parks, with several industries including a number presenting major technological risks. Rail lines that are used to transport many hazardous materials, pipelines and a major highway network. We have some enterprises that handle radioactive elements. (Cobalt reactor for food irradiation)

1.4

We experience about 5 disasters annually during which emergency measures are implemented according to needs. We take advantage of several situations to deploy our emergency arrangements structure to keep us ready for multiservices coordination. Recurring annual flooding, and the housing crisis are examples of where we have activated certain emergency arrangement mechanisms.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

- ***A train tanker-car that bursts and spills a hazardous chemical?***
- ***The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?***
- ***A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?***
- ***How large a fire and how severe an earthquake?***

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

2.1

The greatest threat from nature is from violent storms. Surrounded by water, the île Jésus is confronted by water-related diisasters such as floods and ice jams. Installation of our water treatment plants have changed the risks association with the waterways. During extended cold periods, ice jams create problems that we must deal with. Human error during the handling of dangerous technological processes presents a major risk.

2.2

As for our ability to intervene, it is withintandards, and we continue to buy new equipment and train our personnel. City of Laval. The city of Laval is equipped with an emergency arrangements structure and a plan that outlines the major municipal services of our regional partners. We have put in place an emergency arrangements coordination centre and an auxiliary centre is also being developed. We also have a mobile command unit that was replaced in the year 2000 thanks to a grant from Emergency Preparedness Canada.

2.3

The notion of a disaster is very different for a city of 350,000 people than for a municipality of 35,000 inhabitants. We have more resources and our infrastructure can handle more people. Thus a major fire on such a territory can represent an emergency intervention while in a small city it could amount to a major emergency.

Biological contamination, flooding forcing the evacuation of 10,000 people, and earthquake would oblige us to request external assistance from the higher levels of government. These would more readily be considered disasters.

2.4

We could not pretend to have all the resources required to intervene in all cases mentioned in point 2.3.. We must count on the expertise of higher levels of government. We do not have plans for each type of disaster that may occur. However, the municipal emergency arrangements plan defines the services mandates, and the managers of these services are competent and have often worked together during emergencies. If the coordinating group hires specialized resources for any given emergency, it will take the appropriate decisions and coordinate a satisfactory response. We have the equipment to face most disasters that could hit us. We have also negotiated certain agreements with our neighbours regarding certain types of services (e.g.: HazMat)

2.5

Response by the initial interveners to rescue victims if possible, evaluate situations and inform the decision centres.
Fight fires, perform rescue operations, control spills; treat and transport the injured to area hospitals, establish restricted perimeters and control access, take the necessary action to contain the disaster;
Deployment of on-site command posts;
Establishment of a municipal emergency arrangements coordination centre and call up of operational personnel;
Requests for experts depending on the type of disaster;
Evaluation of whether to evacuate or confine;
Stabilize the situation;
Evaluate site security, soundness of buildings and structures;
Prioritize a return to normal;
Authorize reintegration;

2.6

The city must call on higher levels of government in the case of a cyber attack and/or CBRN disaster. We only have basic protection for personnel assigned to a perimeter and only in small quantity. This protective equipment was acquired following the events of September 11. For bomb disposal, parcel or letter we must call upon the Sûreté du Québec.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

Would your community like tighter links with the relevant provincial and federal government agencies?

3.1

We have relatively major financial autonomy, and are able to call up the material resources required to deal with disasters without political authorization. Obviously, certain types of disaster will be eligible for financial assistance programs and whether it is up to the municipality or higher governmental authority to order goods or resources, someone has to pay the bill.

As for human resources we have 190 firefighters, 450 police officers and many other types of municipal employees. If required, schedules may be modified in emergency situations to implement 12-hour shifts. This gives you an idea of our capacity to respond and also our limits. The municipality will need outside assistance in the case of a prolonged major disaster.

3.2

Regional assistance is available with little notice. Before completely exhausting our resources, a transition to outside assistance would take place to transfer authority over the disaster itself.

3.3

Currently, we sit on the Comité de l'Organisation Régionale de Sécurité Civile du Québec for the Laval – Laurentides – Lanaudières region. Sécurité civile du Québec has identified one of its members as the regional advisor for our territory. This individual is in quasi-weekly contact with out emergency arrangements unit. Our organizational chart and our emergency arrangements coordination centre have a position for this person, which has been designated as indispensable. I believe that this link is a very good idea and meets our needs and expectations.

3.4

Unofrtunately, this method of communications is not available to us. Correction, they are not available in the manner we require. We are able to disseminate information through the newsrooms of our local radio and television stations. Our municipality has a communications service and our citizens protection service has a public affairs bureau that is staffed by three full-time police officers.

A teletype prompter (television) or pre-recorded radio messages for broadcast during emergencies is not yet available. We are studying the possibility of using an FM band mobile transmitter to issue instructions during disasters. We believe that this small, limited-range transmitter (weak broadcast power), linked to a roadside electronic message panel indicating which radio frequency to use would help us reach the area that has been affected by the disaster.

3.5

Working with the provincial authorities, I believe that closer ties with our advisor would mean having him work in our office. At the federal level, due to politicial considerations, our relations are practically non-existant. However, our regional advisor and I share the same view: in times of crisis, there are no boundaries. We only have one objective: offer the best intervention possible to resolve the situation and help the affected population. After the crisis, we can respond to those who will inquire why we called upon others. In fact, we have had several situations where we have called upon federal organizations for which we have never been called to account.

Nevertheless, we have contacts with the federal authorities. Environment Canada helps us with the weather during events where we need their expertise. We have also participated in a project to identify major risk enterprises to determine risk zones if a major disaster ever occurs within one of these companies.

We have access to the Industry Canada database on the PAD systeme (Priority Access Dialing). We take courses as needed at the Canadian Police College in Ottawa, and we have received a grant from Emergency Preparedness Canada as part of an EPC project. (Voir 2.2)

I use the Internet to browse and consult the OCIPEP site. In the early 1990's I took almost all the courses offered at Arnprior. Exchanges fostered by this type of training are highly beneficial for emergency arrangements and disaster interveners and managers. Cities our size in this province are few. Across Canada there are more. Experience is important in this domain.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

4.1

We provide timely advice. During the recurring annual flooding we distribute our information brochure. During emergency situations, we prepare a message for residents that will be broadcast by newsrooms. We may need to go door to door on occasion to verbally inform residents or distribute more detailed information. Most often we deliver messages on flooding, winter blackouts and violent storms.

We have also distributed along with the Régie régionale de la Santé notices regarding rabies-infected animals in one neighbourhood.

4.2

We store supplies for a shelter and an army medical centre for Health Canada.

We have approximately 200 military beds that were lent to us for the 1998 ice storm. We store these beds and used them during the September 11 crisis, just in case. We lend them occasionally in the region for possible emergency shelter needs. We deploy some to prepare for the housing crisis.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

Laval
(Revised)

Questionnaire on Community Preparedness for an Emergency or Disaster—Revised Questions

a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).

The municipality does not have this authority. We count on the good intentions of the media to broadcast our security instructions.

b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-related updates or instructions?

We do in fact count on the good intentions of the media. It would be advantageous to use a teletype prompter at the bottom of television screens with a signal that would catch attention. This way, the broadcaster would be less penalized and we would be able to get our message across according to needs during an emergency situation, giving us control over the message we need to disseminate.

a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it?

The municipality counts on support and advice when the demand for our services is too heavy. These services count on inter-municipal coordination when the disaster hits several cities. Expertise that we don't have is also desirable.

b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it??

In the event of a major emergency, a city our size should be able to cope. Of course, if the emergency surpasses our capacity to respond, government help must get to us quickly. As for funds, we can cover certain expenses, but in the case of major infrastructure damage and damage to residential property, federal and provincial help is imperative.

Granby
Québec

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

How often does your community experience an emergency or disaster? Can you provide some statistics?

A) Assistant Coordinator
B) Shelter Manager during the Ice Storm

A) Population density: 44 121 /area: 76 KM2
B) Superficie = 76 KM2
C) Rural – urban

Propane gas depot next to gasoline depot

Frequency = once (ice storm - 1998)

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

- ***A train tanker-car that bursts and spills a hazardous chemical?***
- ***The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?***
- ***A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?***
- ***How large a fire and how severe an earthquake?***

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready??

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

2.1 Break of the Choinière Dam

2.2 Good, to the extent that we will only have one element to cover.

2.3 Flooding that would lead to the evacuation of 1,000 residents. Major fire and earthquake.

2.4 We currently have an emergency arrangements plan that covers about one dozen cases that we have listed. We believe that locally we are able to cover all of these cases. The size of the disaster, however, would surely dictate the terms of outside help in terms of personnel and equipment.

2.5 Within our plan, we have included agreements that allow us to cover crises locally until provincial and/or federal agencies intervene.

2.6 Obviously, we would need the help of provincial and federal agencies in the case of cyber-attacks, chemical, biological, radiological and nuclear disasters. We do not have the expertise to handle these types of events.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would you community like tighter links with the relevant provincial and federal government agencies?

3.1 City of Granby personnel is made up of:

White collar staff
    Blue collar staff
    Police officers
    Firefighters (part-time)

The material and financial resources that we require are those that we normally have as a municipal entity. Our current municipal budget is 41 million dollars. We have buildings that can be used to house deployment of localized emergency arrangements.

We do not have experienced relief personnel. We do have, however, an agreement in principle with the Centre d'action bénévole which could temporarily provide relief to a certain extent due to a lack of personnel.

3.2 The timeframe for outside assistance would depend on the type of disaster. If it is a local disaster, we could probably hang on for one or two weeks.

3.3 Yes, we are relatively satisfied with the local and regional command and communications structures.

3.4 Yes we have agreements with the local broadcaster.

3.5 Yes, we would appreciate closer ties with provincial and federal agencies.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

4.1 Summary information from regular warnings. Also, the fire department is completing the register of visits to residences and enterprises, which will update information for each property.

42. We have established to a certain extent what equipment is required for local disaster. For more generalized disasters, however, we would not have the necessary equipment. The "ice storm" was a good example of what constituted a generalized disaster in terms of necessary equipment.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

5.1 Have a compulsory continuing training program to quickly identify provincial and federal interveners, and the location and quality of available equipment.

5.2 We receive very little or no funding from the provincial and federal levels.

5.3 Limited help at the organizational level. We believe that the provincial government would cover part of the expenses. This statement is based on the experience we had with the “ice storm”.

5.4 It would be very timely for federal help to be covered by an agreement that would allow each party to define its responsibilities (municipality, province, federal). Harmonization with the recent Loi sur la sécurité civile du Québec would be very desirable.

5.5 This program is helpful to the extent that application occurs after the crisis.

5.6 National coordination is very desirable. The OCIPEP, however, would be better off providing more information to the municipalities regarding the fact that it exists, its response programs and the points it wishes to improve.

5.7 We strongly hope so. Decentralization of activities would be imperative to the success of a national coordination. Therefore, the OCIPEP must inform us of our roles within the context of whichever management task will be delegated to us.

5.8 We are vaguely aware of these shelters.

- We have never seen any. We have no information on these shelters.
- We have not received any information regarding the usefulness of these shelters.
- We have no shelters in our municipality.

5.9 We have not integrated the Canadian Security Intelligence Service officer, nor the officers from Canada Customs and Revenue Agency, into our emergency arrangements plan. Help from these individuals would probably be useful to the extent that their knowledge would be superior to ours, or contribute to improving our plan.

5.10 There are no known links between our plan and the Department of National Defence plan. We expect that the individuals at DND in charge of that plan would be have the necessary competencies to provide good technical, administrative and materiel support. These persons must be of high calibre in controlling emergencies.

Chiliwack
British Columbia

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

Fire Chief for the City of Chilliwack
Population is 70,000 over 100 sq. miles of rural and urban mix
US Border crossing is 20 km east, major highway and railway lines run through the community – no large industrial base – small municipal airport
Seasonal flooding some years – 30 miles from dormant volcano (Mt. Baker) – west coast earthquake zone (small periodic quakes) – no stats on frequency – infrequent in recent history except flooding

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

2.1 Earth quakes, flood, major rail accident, severe snow/ice storms, wild land fires

2.2 Capable of handling minor flooding, storms – plans in place very little testing of plan – just starting training

2.3 All of the above events – flooding of the Fraser River could effect 100,000 people in the Fraser Valley – potentially a large earthquake

2.4 Plan is in place but the community could be overwhelmed easily in a severe event

2.5 Resolution would be a the best outcome, depending on the size containment may be the best we can do for very large events hanging on for Provincial or Federal aid would be necessary.

Yes

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational

plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

3.1 We would rely on local emergency services (police, fire, BC ambulance) and volunteer groups such as Emergency Social services, Search and Rescue and Chilliwack municipal services from Public Works Department.

3.2 It would depend on the size and scope of the emergency and if our neighbours were affected, severe storms, floods or earthquakes would be hard to manage locally without outside resources.

3.3 Regional networks are in place but local links need improving and requires more funding locally.

3.4 Unknown

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

4.1 Information concerning safeguards and preparation for earthquakes and fire prevention and evacuation information.

4.2 No warehousing of materials except for evacuation centre set-up materials, we have identified sources of supplies and facilities.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

Equipment for EOC and evacuation centres, then education and last intervention teams.

Some JEP grant money was received for an EOC, but we could use much more funding for communications equipment and exercising.

Yes it's expected that provincial government (PEP) help would come, but unsure as to the form or extent of that aid if the entire region was effected by a flood or earthquake.

Yes, it's expected that federal support will be given for large-scale emergencies, and no there is no formal agreement.

It's helpful but it should cover call communications equipment required and should bee easier to access year-round.

No direct contact and little information about the organization.

No, uninformed about the organization or its capabilities.

Yes, we are aware of the cache stored in our area (former CFB Chilliwack Base) and we aware of the contents and procedures for accessing the cache.

None of these agencies are included.

No, the closest facility is Edmonton, Alta. – so help would be delayed but it is possible via air transport.

Chiliwack,
British Columbia
(Revised)

Questionnaire on Community Preparedness for an Emergency or Disaster

3.4 (a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-releted updates or instructions?

5.3 (a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it?

(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it?

Cornwall
Ontario

Questionnaire on Community Preparedness for an Emergency or Disaster

BACKGROUND

The City of Cornwall, a bilingual community with a population of 46,000 is located on the banks of the St. Lawrence River within the south-east of Ontario. Situated only two kilometres from New York State and 30 kilometres from the Province of Quebec, the City enjoys a unique provincial and international border location.

Cornwall's industrial base has changed significantly in recent years. As smaller and lighter-type industries continue to locate in the City, the local economy has diversified. The primary economic sector is fairly undeveloped due to its high level of urbanization. The secondary, or manufacturing, sector has traditionally been the largest employer in Cornwall; but recently, due to the restructuring of the Canadian and global economies, the manufacturing sector has declined. Yet, manufacturing still represents 4,160 jobs (20.4%) of the Cornwall labour force. The service sector has greatly expanded in the last few decades. Tertiary activity accounts for 16,204 jobs in Cornwall employing over 78% of the labour force.

Cornwall's major industrial activities revolve around the production of chemicals, paper, textiles, plasticizers and industrial coatings and resins.

The Canadian National Railway's main line and various spur lines, the Canadian Pacific Railway line and the MacDonald-Cartier Freeway *(Highway 401)* pass through the heart of the city, while the Seaway International Bridge provides the most direct access over the St. Lawrence River to the United States.

The Cornwall Regional Airport is located 10 kilometres east of the city, near Summerstown, International airports are located in Ottawa *(100 kilometres)* and Montreal *(115 kilometres)*.

Most of the city's electrical power is supplied by Cornwall Electric. Ontario Power Generation supplies several large users, and operates the Canadian side of the Moses Saunders Power Dam, located on the west side of the City.

Natural Gas is supplied through the Trans-Canada Pipeline from western Canada, and is distributed by Union Gas Ltd.

1. Could you describe yourself and your community?

1.1 My name is Lisa Harvey and I am the Emergency Management Coordinator for the City of Cornwall and the Public Relations Officer for Cornwall Fire Services. I started this position January 6th 2003. My experience as a volunteer with the Red Cross prepared me for my present position. My training and education is as follows:

University degree in Psychology and Sociology
Community Emergency Management Coordinator certificate (2003)
Emergency Operations Centre Management- Amprior (2002)
DRT- Disaster response training - Red Cross (2003)
Registration and Inquiry training - Red Cross (2002)
Family reunification training - Red Cross(2002)
Basic emergency preparedness - Red Cross (2002)
standard first aid - Red Cross (2002)
Emergency Lodging - Red Cross (2002)
Health and Safety Legislation 1 - City of Cornwall (2003)
GIS basic training - City of Cornwall (2003)
Exercise Design course (2003)

1.2 Cornwall land area as per the census is 62 +/- sq. kms, or 24 +/- miles. That includes Cornwall Island and Pilon Island, which the census would not count, but which is technically and legally our municipal boundary.

Density from census is 738 persons per sq. kilometre.

Cornwall would be described as an urban rural mix, with only somewhere between 60 and 65 percent urbanized.

1.3 Cornwall's major industries involved in the production of chemicals are Pioneer (PCI Chemicals Canada Co), Domtar, BASF and Material Resources Recovery.

PIONEER (PCI Chemicals Canada Co.) manufactures and distributes a wide assortment of chemicals.

DOMTAR COMMUNICAITON PAPERS produces mainly hardwood kraft pulp and fine grade papers.

BASF Canada Inc. is mainly involved in the production of plasticizers.

MATERIAL RESOURCES RECOVERY is a waste management and incineration company. The primary waste streams are PCB contaminated electrical equipment, odorant contaminated natural gas equipment and expired compressed gas cylinders.

Some products found in Cornwall:

Sodium Hypochlorite (bleach)
Hydrochloric Acid (muriatic acid)
ImpAQt Plus (anthraquinone dispersion)
alum
sulfamic acid
sodium chlorate
hydrogen peroxide
methanol
chlorine dioxide
plasticizers
O2
phthalic anhydride
trimellitic anhydride
Cereclor (chlorinated paraffin)
PSR 2000 (polysulphide solution)
sodium nitrate
diphenylmethane diisocyanate
alcohols
adipic acid
black & white liquor
aqua ammonia
hydrogen sulphide
calibration gases: S02, CO, N2 &

caustic soda (sodium hydroxide)

A number of small, less hazardous industries are situated within the Industrial Park. These industries manufacture such varied products as fluorescent lighting, marble titles, communications systems, and others.

The Cornwall Regional Airport is located 10 kilometres east of the city, near Summerstown, International airports are located in Ottawa *(100 kilometres)* and Montreal *(115 kilometres).* We are also below a flight path.

Cornwall is only two kilometres from New York State and 30 kilometres from the Province of Quebec, the City enjoys a unique provincial and international border location. Highway 401 passes through the city.

1.4 July 15, 2003 Supply Chain Management was evacuated. 22 employees were transported to the hospital complaining of dizziness, feeling ill, upset stomachs and headaches. The Cornwall Fire Services HAZ-MAT team attended the scene. Approximately 400 employees were evacuated. Ministry of Environment and the Ministry of Labour also attended the scene. To this date, no source was discovered. Provincial government are aware of this incident.

On August 27, 1999, a CN rail cargo car filled with flammable liquid plowed over a steel stopper at the end of a short storage railways line causing a spill of alcohol, a chemical by-product and non-toxic. This resulted in the evacuation of the Brookdale Mall, Wallmart and businesses 1,000 feet of the spill from 11 a.m. to 8 p.m.

Cornwall has experienced several blizzards, ice storms and tornados. One severe blizzard which occurred in the 1972 crippled all movement within the City for several days. An ice storm occurred in 1942, left the city without power for several days. Again, the same scenario occurred for Ice Storm '98, where the city was without power for several days. For both incidents, shelters were established for feeding and lodging.

2. What is your community's risk assessment and response capability?

2.1 The main priorities for Cornwall Are:

Earthquake

1. Civil Uprise, Industrial Chemical Incident, Rail Chemical Incident, and Road Chemical Incident

Tornado

Severe Snow Storm and Ice Storm

Marine Chemical

Major Vehicle Accident

Flood and Plane Crash

Electric Power Outage, Hurricane and Pipe Explosion

Forest Fire (Grass Fires)

Communicable Diseases

2.2 There is always room for improvement but due to the following , I believe Cornwall is very well prepared:

The City of Cornwall is governed by a Council composed of the Mayor and 10 Councillors. The Chief Administrative Officer heads the municipal administration and oversees the day-to-day operations of all City departments.

Emergency services are provided by a municipal Police Services comprised of 78 officers, 3 civilian staff and 10 special constables. Also we have an Emergency Response Team (C.E.R.T) , a ten member police team with advanced training in specialized weapons and tactics to handle and resolve high risk situations ; a municipal Fire Services with a strength of 54 firefighters and a HAZ-MAT team, equipped with four pumpers, two aerials, one elevated platform, one salvage truck, and two smaller transportation, mechanical repair vehicles and a Emergency Command Vehicle which functions as the mobile command post for response and organizations on the emergency site. The fire department also has a Hazardous Material (HAZ-MAT) Response team consisting of 26 specialized technicians trained to respond to hazardous material emergencies;

and a Municipal Ambulance Service that provides service to the City of Cornwall and the United Counties of Stormont, Dundas and Glengarry that employs 50 full-time primary paramedics, 8 advanced care paramedics and 25 part-time paramedics, and equipped with twelve ambulances, one emergency support unit, and one air ambulance owned by the Ministry of Health. Ambulance bases are located in Winchester, Morrisburg, Finch, Lancaster, Alexandria and Cornwall. Outside support is provided by two Ontario Provincial Police detachments located in Long Sault and Lancaster, a mutual aid fire system comprised of more than 20 member departments throughout the United Counties of Stormont, Dundas and Glengarry. The OPP that provide coverage throughout S.D & G. are part of a tiered response group that work with ambulance as all vehicles carry defibrillators. Cornwall Fire and numerous volunteer Services have tiered response agreements with the ambulance service.

Medical services are provided by two hospitals, three clinics, three nursing homes, four homes for the aged and five retirement homes and one regional health unit. Social Services are provided by the City of Cornwall, Department of Social Services.

The City of Cornwall Transit Service serves the community with a fleet of 26 buses and 8 handi-transit vehicles, while the City's roads, sewer and water lines, and public property are maintained by the City of Cornwall Public's Works Department.

The City of Cornwall Engineering department oversees operations at the Water Treatment Plant located in the city's west end (the municipal water supply is drawn from Lake St. Lawrence), and the Waste Water Treatment Plant located within the city's south-east section.

The City of Cornwall Recreation Department oversees the following recreational facilities: Civic Complex (could be utilized as a shelter) , Bob Turner Centre, Kinsmen Municipal Centre, Si Miller Arena and Optimist Park.

The Canadian Red Cross Society and the St. John Ambulance serve the community, along with more than a dozen Service Clubs. The Seaway Valley Amateur Radio Club provides emergency communications support.

Media services include three radio stations, three newspapers (1 English daily, 1 English weekly and 1 French weekly), and one community cable station.

2.3 I believe all emergency examples given would be classified as major but I believe what you are asking is if Cornwall would be able to handle the scenario:

I believe a train tanker-car that bursts and spills a hazardous chemical can be handled by the City.(This is negotiable due to the many possible factors)

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days , I believe can be handled by the city.
The release into the local water supply or airspace of enough infectious biological agent to cause illness to 100 people a day for 7 days , I believe would be considered major.
A flood that causes the evacuation of 100 people, I believe Cornwall can handle.
A flood that causes the evacuation of 1000 people , I believe Cornwall can handle.
A flood that causes the evacuation of 10,000 people , I believe would be considered major.

2.4 I believe Cornwall is well prepared. We have an Emergency Plan. We have an EOC and an Emergency Management Committee. We have practised our plan with exercises. I believe we have the personnel and right equipment to deal with many emergencies.

2.5 For our community, I believe a successful response to a major emergency would be to resolve the crisis.

2.6 City of Cornwall is fortunate to have a HAZ-MAT team. We would be able to handle certain levels of cyber-attacks or chemical, biological, radiological, nuclear disasters. Depending on the circumstances , we may be able to handle the situation alone. If the incident is extensive, we may require assistance. Of course we would try to handle the situation ourselves, but would not hesitate to request assistance if needed.

3. Are your assets sufficient to meet the threats you have?

3.1 Cornwall does not have a special bank account for emergency funds. The gross expenditures budget for 2003 are as follows:

Police: (The writer has asked that the budget figures not be published)
Fire: (The writer has asked that the budget figures not bepublished)
Land Ambulance: (The writer has asked that the budget figures not be published)

In an emergency , we can access equipment within the many city departments if needed: Public Works, Police, Fire , Ambulance, Social Services, IT ..,

3.2 If one of the major emergencies took place and it posed a danger of major proportions to life and property or a threat to the provision of essential services, I would anticipate the declaration of an emergency. If we could not cope we would then ask for mutual assistance if appropriate, then provincial and federal assistance would be requested.

I believe the local and regional command and communications structure is satisfactory. Cornwall Police and OPP have recently trained together. Fire Services has mutual aid agreements and at our last mock exercise , mutual aid was called in during the scenario.

3.4 The interruption of local radio and local television broadcasts for emergency related updates or instructions is but a phone call away. I have not made any contact with national stations but if needed would go through our local stations for assistance.

3.5 Yes Cornwall would like tighter links with the relevant provincial and federal government agencies.

4. Do you have programs in place to help prepare your community for the anticipated threats?

4.1 Public education has taken place in the form of media releases, newspaper adds, radio interviews, presentations to groups and booth displays. City of Cornwall has printed "What to do" pamphlets concerning the following:

chemical emergencies
floods
snow emergencies
tornado
earthquakes
9-1-1
Community alert system (we have a telephone system in place able to call all Cornwall homes simultaneously with emergency instructions.)
many pamphlets from Government of Canada (ie Be prepared , not scared)
recently had advertisement at Galaxy movie theatre on large screen encouraging preparedness for the full month of May 2003 (joint effort between city, Domtar, Pioneer, BASF and Red Cross)

4.2 The only supplies warehoused in Cornwall are approximately 80 single bed mattresses
(994 and should be discarded and replaced with cots) and approximately 130 blankets
(90 belonging to DND and 40 belonging to the city). We have two Health Canada Registration and Inquiry Boxes within the city. Due to the fact Cornwall is on the US border, I believe we should have more supplies stocked here. I feel we will be looked to if there is any large emergency around this immediate area and having a stockpile here would be beneficial.

5. How much provincial and federal assistance do you expect in an emergency?

5.1 I believe the provincial and federal government's most immediate priorities should be the following:
stock piling emergency supplies around the province,
communications (be able to come into a community and set up a communication system if disaster is extensive and communications non functional)
hazard chemical, biological, radiological, nuclear disaster response (if province &/or federal government contacted, the emergency will be larger therefore needing extra- ordinary assistance in this domain.)

increased communications between municipality sector and provincial/federal sector. For example, Cornwall social services should meet with provincial and federal social services and discuss coordination of services if emergency occurs. I would suggest that coordination be organized through the Emergency Management Coordinator in order for this person to be aware of all services. (evacuation, shelters,

5.2 In order to encourage high quality training, funds from higher levels of government are necessary.

5.3 I believe Cornwall would call for provincial assistance only once an emergency was declared. Phillip Geofferion (Emergency Management Ontario) would be in our EOC assisting with this decision. I believe the provincial government would pay for most expenses after one declares depending on the ratio of population to the size of the city and what emergency occurred. I believe municipal financial departments should meet with provincial and federal governments to organize and plan ahead for such a scenario. I would encourage a unified accounting system with unified forms.

5.4 Cornwall may rely on federal support if a major emergency happens. We do not have a written formalized arrangement with the federal government. We are a border community and this along with other factors may foster the need for federal assistance.

5.5 I have never accessed the JEPP program so I can not comment on this. The city of Cornwall has accessed this funding in the past and plan on doing so again. Perhaps training should be organized for new CEMC's like myself to learn about JEPP and to become familiarized with this program.

5.6 In my opinion, more contact must be made between the higher government levels with their respective municipal counterpart. I foresee a coordination of these separate meetings and events through the municipal CEMC's.

5.7 I am confident that OCIPEP will be able to coordinate the national response to a major disaster or emergency once closer relationships with municipalities is fostered. I would like to see meetings including municipality, provincial and federal representation on matters of emergency preparedness

Cornwall has two Health Canada caches (registration and inquiry boxes). I was not given procedural information regarding the use of these caches.(I do have Red Cross training) I was asked if Cornwall had caches and where they were stored. During the ice storm we utilized the caches and we presently need extra supplies. Who is responsible to furbish this cache? I strongly feel every community must have a Health Canada cache. They were instrumental to us during the ice storm. Very worthy tools.

5.9 Although the local Canadian Security Intelligence Service is not included in Cornwall's Emergency Plan per say, in our Emergency Telephone directory one would find the directives to call the Minister Hon. John McCallum if National Defence were an issue. I am sure Cornwall Police Services have more information in this area as this would be in their realm of experience. I have asked for an update and more detail from Deputy Police Chief Aikman and will forward any information received your way.

Saint-Hyacinthe
Québec

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 *Who are you, and what work experience do you have that relates to emergency response co-ordination?*

As Director General of the city I have been named coordinator for emergency arrangements for the city. I have had this responsibility for the past 15 years and a certain number of major events have led me to apply what I have learned.

1.2 *How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?*

The city of Saint-Hyacinthe has an area of 190 square kilometres with a population of 52,489 inhabitants. The municipality could be considered as urban with some of its territory in rural areas.

1.3 *Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?*

In the list of potential risks to our municipality, we have identified autoroute 20 which crosses our city, as well as the rail line (CN's main line) which splits Saint-Hyacinthe in two.

1.4 *How often does your community experience an emergency or disaster? Can you provide some statistics?*

Over the past 15 years, several events have led us to put in place an emergency arrangements organization. The most important of these events were:

Flooding of the Saint-Joseph sector in March 1989;
Fire at the Collège Saint-Maurice in April 1992;
Landslide at Parc Les Salines in November 1992;
Ice storm of 1998.

2) What is your community's risk assessment and response capability?

2.1 *What are the main natural and man-made threats to your community?*

The main threats from nature are related to the Yamaska River as well as the major rail line that crosses downtown Saint-Hyacinthe.

2.2 *What is your organization's assessment of local emergency preparedness and training at the present time?*

Given the events that have occurred these past years and the very positive evaluation of our responses in this regard, we consider our capacity to respond and training of our employees to be quite adequate.

2.3 *For your community, what is a major emergency? Would any of these examples qualify?*

- ***A train tanker-car that bursts and spills a hazardous chemical?***
- ***The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?***
- ***A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?***
- ***How large a fire and how severe an earthquake?***

In the examples provided, we can contain hazardous chemical spills involving a tanker car, handle a flood that would lead to the evacuation of approximately 100 persons, and a major fire. The main natural threats are the Yamaska River as well as the major risk of fire given the many high-risk buildings that are located in our downtown core.

2.4 *How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?*

The city of Saint-Hyacinthe has adopted an emergency plan with specific responsibilities assigned by municipal service, allowing it to deploy its resources within a short timeframe in the case of an emergency.

2.5 *For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?*

Our municipality is able to manage a major crisis. We need only refer to the January 1998 ice storm for proof. Of course, any crisis of a greater magnitude would raise the issue of collaboration between numerous other interveners.

2.6 ***Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?***

In the cases given, as for any municipality of our size, we would require collaboration on the part of governments and their various services.

3) 3) Are your assets sufficient to meet the threats you have?

3.1 ***What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?***

Our resources are essentially those of our municipality. Employees, equipment and the budget for the city are put at the disposal of the municipal emergency services.

3.2 ***How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?***

We have not established a threshold for this. It is difficult to answer this type of question. We should recall, however, that during the January 1998 ice storm, our services took care of 4,000 people at the same time in our temporary shelters.

3.3 ***Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?***

We are satisfied with the local regional command structure as it exists.

3.4 ***Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?***

As for information broadcasts, we have an excellent rapport with the local media (community television and radio station). It would be possible for us to interrupt regular programming to disseminate any pertinent information in an emergency.

3.5 ***Would your community like tighter links with the relevant provincial and federal government agencies?***

At this point, this requirement has not been identified.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 *What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?*

We have not provided specific information to homeowners and enterprises on how to confront an emergency situation. Our firefighting service, however, has established contacts with the main institutions and enterprises to coordinate our responses as required.

4.2 *Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?*

We have an inventory of supplies and material resources to confront situations such as: snow storms, localized or generalized blackouts, or major fires. Supplies and equipment would be rapidly deployed at the Polyvalente Hyacinthe-Delorme, which is our # 1 temporary shelter.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 *Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?*

To our knowledge, there is currently no help for municipalities from provincial or federal governments in the case of an emergency. Quite the contrary, the provincial government requires us to develop a regional response plan (risk assessment), without providing any help.

5.2 *Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?*

We do not receive any help from the provincial and federal governments for training and exercises.

5.3 *In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?*

As we have experienced in the past, in the case of an emergency, we can count on the Bureau de la sécurité civile. The interveners are available as needed to support us technically and in finding material resources. In referring to the 1998 ice storm experience, help from the Bureau de la sécurité civile was not very useful and this is why several recommendations were made in the report by the Commission Nicolet.

With respect to the federal government:

5.4 ***Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?***

We do not have any relations with the federal government in the case of a major emergency. Therefore, there are no agreements and nothing has been communicated on this subject to date.

5.5 ***Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?***

Personally, I do not have any information regarding this program.

5.6 ***Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?***

Personally, I have no knowledge of any kind regarding the OCIPEP.

5.7 ***Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.***

I do not believe that this agency would be able to coordinate a national response in the case of a crisis on our territory.

5.8 ***Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?***

There was no response regarding these emergency shelters or their distribution.

5.9 ***Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?***

I have never heard of any Canadian Security Intelligence Service officer who would be assigned to our municipality.

5.10 ***Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?*** ***Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?***

None.

Chatham
Ontario

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

I am the Fire Chief and Community Emergency Management co-ordinator for the Municipality of Chatham-Kent Ontario. I am responsible for the delivery of fire protection services and emergency management during declared and undeclared emergencies within the municipality.

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

The municipality has a total population of 107 000 people. 40 000 people are situated in the former city of Chatham, 15 000 people reside in the former town of Wallaceburg and the balance of the population resides in 19 former townships, villages and towns that made up the former county of Kent. The surface area of the community is 2,800 km^2.

The Municipality of Chatham-Kent is a mix of urban and rural however, the economy is primarily agriculturally based, with some automotive parts manufacturing and processing.

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

The municipality of Chatham-Kent is located within forty-five minutes of the Windsor -Detroit border, and within one hour of the Sarnia - Port Huron border. The Municipality houses a number of agricultural chemical facilities and an ethanol manufacturing plant. The Municipality of Chatham-Kent is located on the McDonald-Cartier Freeway, King's Highway # 401 in south western Ontario and as a result is along a major transportation corridor, and there are frequent motor vehicle collisions on the Highway, which result in large numbers of injured requiring treatment and transportation to definitive medical care. Three railway main lines run through the Municipality of Chatham-Kent, the railways are Canadian National, Canadian Pacific and CSX. All three railway carriers transport large volumes of dangerous goods throughout our community on a daily basis, and the movement of an individual shipment in itself can result in a mass casualty incident.

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

The Municipality of Chatham-Kent experiences routine emergencies on a daily basis. A number of significant emergencies have occurred in the community since it was restructured by the province of Ontario in 1998. The most major incident was a collision between CN freight and a CN passenger train outside of Thamesville, Ontario which resulted in the loss of two lives, approximately 60 injuries, and substantial environmental damage.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

The main natural threat to this community is based on the weather. The Municipality experiences severe thunderstorms including tornadoes annually any time from June to October. The man-made threats to the community involve the production, storage and transportation of large volumes of dangerous goods throughout the Municipality on a daily basis.

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

Our assessment of the local emergency preparedness and training at the present time is that the public safety services within the community are geared to deal with routine emergencies on a daily basis and are trained primarily to deal with routine emergencies. Senior officers from EMS, police and the fire department continue to participate in emergency preparedness training at the Municipal, Provincial, and at the Federal level including the Domestic Operations course, offered by the Department of National Defence at the Officer Training Complex in Kingston.

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

Within our community, a major emergency could take the form of a train tanker car that suffers a catastrophic release. It could also involve the release of an infectious or poisonous substance into the local water supply, or atmosphere causing illness to 10 or more people a day for seven days, or a flood, which is a regular threat during the spring, either the Thames or Sydnham River that could cause the evacuation of 100 people. (The Municipality experienced a Public Health Emergency in late August 2003 when it was learned that Vinyl Chloride, released into the St. Clair River may have entered our water distribution system.) Large fires do not occur on a routine basis, and the Municipal fire department is prepared to deal with significant fires on a routine basis. The threat of an Earthquake is not believed to be a major threat to the community at this time. From the standpoint of a motor vehicle collision any motor vehicle collision involving the injury of six or more people begins to put a significant strain on our abilities to continue to deliver day to day public safety services.

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

The community is prepared to respond to a major emergency within the concept of operations envisioned in the Municipal Emergency Plan. Key Municipal personnel have been trained with respect to their roles and responsibilities and there is enough equipment and supplies in place to sustain a significant response for 24 to 36 hours.

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

Within the Municipality of Chatham-Kent, a successful response to a major emergency would be in the ability to resolve the emergency within the capability of local resources. While we understand the ability of the province and the Federal government to provide support and assistance, at the present time we do not believe that their ability to deploy significant resources is either quick enough or robust enough to afford significant help for the first 48 to 72 hours.

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

The Municipality of Chatham-Kent is capable of addressing an initial public safety response to a chemical, biological, or radiological release for the first six to eight hours. After that we anticipate that it would be necessary to rely on neighbouring resources, or the provincial response teams to provide additional support, particularly in the case of a long term recovery period.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

The Municipality of Chatham-Kent is capable of meeting the initial response to the primary threats that have been identified and assessed. The Municipality does not have the financial, human resource, or logistical resources necessary to support a long-term response to any technological, or intentional threat to the residents of the Municipality. It is the Municipality's intent to meet the initial public safety needs for the community only and to rely on outside assistance to mitigate any other long-term situation.

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

It is anticipated that the Municipality's emergency resources be depleted within 12 to 36 hours depending on the nature of the emergency incident. In terms of regional assistance, it is anticipated that the municipalities of Windsor, Sarnia, and London would arrive within four hours of the request, and that the provincial response teams in Toronto and Ottawa could be deployed, and on site within 18 hours of deployment notification.

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

The Municipality of Chatham-Kent is satisfied with its local and regional communication structure. The Municipality of Chatham-Kent is a single tier Municipality. The Fire Department routinely works with our police and EMS providers to ensure that there is a unified command structure in place during significant events.

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

Our Municipality is not able to interrupt local or national television or radio broadcast in order to transmit emergency related updates or instructions. The Community Emergency Management Coordinator has an excellent ongoing relationship with the local media, and we can pass information to the local media, which consists of four radio stations, within thirty to forty-five minutes of the development of emergency related updates.

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

Our community is satisfied with the current links with relevant provincial and federal government agencies, however we would like to have the opportunity to participate in regular and on-going training for larger numbers of staff than we are currently able to place in the training regime at the provincial and federal level.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

The Municipality of Chatham-Kent takes advantages of public information pamphlets, created and distributed by OCIPEP, the office of critical infrastructure protection and emergency preparedness and they are provided to the public on a regular basis, through our municipal service centres, through fire stations, and through special events throughout all of the communities.

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes XXX. Could you elaborate?

The only warehoused supplies available to assist with mitigation of various emergencies and social services, kits that have been pre-positioned within the municipality, and the hazardous materials equipment, including personal protective equipment and monitoring devices. All other resources would have to be found locally, or requested from outside the Municipality.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

With respect to community emergency response improvements; education, training, and the provision of equipment at the local level provides best value, and most expedient deployment during an emergency. It is our view that those should be the provincial and federal governments' most immediate priorities.

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

While our community appreciates the ongoing JEPP funding that is has received from our provincial and federal governments, it is woefully inadequate if the Municipality is expected to meet the immediate public safety needs of the residents for an extended period of time.

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

During a major emergency, Municipal staff would expect that the provincial government would be able to respond quickly and certainly within four hours would be able to provide advice, assistance, and logistical support to assist the Municipality in mitigating the incident. In no way are we expecting the provincial and federal governments would physically solve all our problems but ensure that we had the necessary support to safely mitigate an emergency incident.

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

With respect to the federal Government, the Municipality of Chatham-Kent would expect Federal support upon request through the province.

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

The joint emergency preparedness program is helpful in meeting our community's efforts to improve emergency preparedness.

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

While we appreciate the leadership provided by OCIPEP, we believe that it is too little too late and we have very little contact with OCIPEP except during training initiatives, or the JEPP application process. IN fairness, the provincial emergency management office represents OCIPEP well, and does act as a conduit to pass information in both directions should the need arise.

Given that we have little opportunity to interact with OCIPEP, we are not comfortable commenting on the level of confidence we hold in OCIPEP with respect to co-ordination of a national level response to a major disaster or emergency. Given the size of Ontario, and the size of Canada, and the current level of resource provided to OCIPEP, it is my personal belief that OCIPEP is ill prepared and should not be tasked individually with the co-ordination of a national level response to a major disaster or emergency.

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

My confidence level of public safety service in Ontario is such that OCIPEP is seen more as a clearing house for information rather than a co-ordinating body, particularly during a national level response to a major disaster or emergency.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes XXX Were you given procedure information regarding the use of these caches? No XXX Were you consulted on the usefulness of these caches? No XXX Could you find a cache in your community and report on the usefulness of its contents?

Those of us in the emergency management field are aware that Health Canada has emergency caches strategically located across Canada. From time to time, some information is shared with respect to the nature of the caches, and their location. The ability to mobilize the caches is questionable, the quality and the nature of the caches is questionable, and the ability to deploy the caches in the timely manner is questionable. There certainly have been no training exercises with respect to the quality, nature, or deployment of the caches in south western Ontario. That is doubtful that the caches would be used if there were in fact one stored in the Municipality of Chatham-Kent.

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

The CSIS agent for south western Ontario is not included in emergency planning and preparedness process in Chatham-Kent nor are officials from Canada from the Canada Customs and Revenue Agency, or Citizenship and Immigration Canada. Quite frankly, even though some of our staff would enjoy a federal security clearance, members of these agencies are reluctant to provide us with any more than generic information, which is no more than the local police service, or the local intelligence network is able to provide us on a day-to-day basis.

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

The Municipal emergency plan for the Municipality of Chatham-Kent is not linked with the Department of National Defence. Training provided officials with

Chatham-Kent public Safety Services has indicated that the DND is the force of last resort, and is only to be requested through the province as the force of last resort, unless there is a legitimate need for JTF II, or the CBRNRT. The decision on how much help is expected from DND during a major emergency in this municipality would rest with the head of council. Past experiences have shown that DND is not able to deploy in a timely manner, and certainly should not be viewed as first or second responders. Canadian Forces should in fact be viewed as the force of last resort to support a duration incident, such as a train derailment with a significant evacuees, or major weather related incident, or in fact a terrorism incident that occurs with south-western Ontario.

Vernon
British Columbia

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

1.1 Fire Chief John Lysholm, Corporation of the City of Vernon, 32 years experience in Fire Services, 30 years career, 2 years Volunteer.

1.2 429.8 per sq. km, 77.92 sq. km mixed

1.3 City airport however largest aircraft only carries 20 souls. Interface fire a major concern.

1.4 Fire responds to approx. 800 incidents of various natures per annum. As recent as this summer we had a major interface fire in the Falkland/Spallumcheen area.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

2.1 Floods, forest fires, rail accidents (Haz-Mat)

2.2 Vernon currently writing new emergency plan. EOC protion completed and tested under emergency forest fire conditions in 2003. Currently training alternate EOC participants, semi-annual table top exercises and an annual simulated major exercise.

2.3 Major emergency – large fire in downtown core, forest fires, rail incident with Haz-Mat all of the examples given are possibilities in Vernon.

2.4 Plans in development process, need Mutual Aid for personnel and equipment.

2.5 Successful response would be to hang on until Provincial and Federal help arrived.

2.6 Yes most certainly. We have no capabilities to deal with these type of incidents.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

3.1 City of Vernon has 25 million annual operating budget, approx. 150 employees of which 20 are career firefighters, 25 paid on call firefighters, 60 police staff, 25 works yard and the rest being administrative employees at City hall etc.

3.2 Resource depletion within 24 hours provincial assistance within 6-8 hours.

3.3 Initiated unified command structure at 2003 forest fires and worked well. All fire and police personnel trained in Incident Command and Unified Command.

3.5 Absolutely, particularly in and emergency or disaster declaration.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

4.1 Emergency Service departments provide public education for public to be self sufficient for first 72 hours in the event of disaster or major emergency.

4.2 Yes and NO. We have some resources (portable hospital, emergency kits, emergency social services kits but we have virtually no haz-mat or water rescue capabilities, resources or training.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

5.1 Rapid Intervention teams and equipment.

5.2 We have received some funding to help prepare an emergency plan however our equipment and specialized emergency training is limited.

5.4 We would rely on Provincial resources first because we do have formal arrangements in place. Should be some formal process between Prov. and Fed.

5.5 JEPP helps our community provide for necessary emergency plan preparation and some equipment.

5.6 I have had very little exposure to OCIPEP other than some emergency training in Arnprior Ontario.

5.7 Unaware of OCIPEP capabilities.

5.8 Not aware of any cache from Health Canada.

5.9 No. No. Possible help if nature of incident is where Police is the lead agency.

5.10 Yes, we expect military assistance from Edmonton as the nearest site.

Vernon
British Columbia
(Revised)

Questionnaire on Community Preparedness for an Emergency or Disaster

3.4 (a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-releted updates or instructions?

5.3 (a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it?

(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable timelimit for this help to arrive? Who should pay for it?

PLEASE INDICATE RESPONSES HERE

3.4(a) Vernon has no authority

(b) Yes, we rely on cooperation of broadcasters for Declarations, Press Releases etc. Would be beneficial to have authority to interrupt broadcasts on demand.

5.3 a) Rely heavily on PEP for task #'s, Declaration of Local State of Emergency, ESS support for Reception Centre(s). Assistance for ESS needed within 12 hours the other services are almost immediate through technical communications

b) Same as 5.3 (a)

Brandon
Manitoba

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

Brian Kayes. I am the Emergency Coordinator for the City of Brandon. I have a background in Occupational Health & Safety, Institutional Fire Safety and am a certified Safety Auditor under the Petroleum Industry Training Service's program. I was the Safety Officer at the Brandon Mental Health Centre for seven years and was responsible for fire safety and emergency preparedness. I was then the Safety Officer with the City of Brandon for four years until the position was dissolved and I became the fulltime Emergency Coordinator in 1999.

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

Brandon is the second largest City in Manitoba covering an area of approximately 67 square kilometres. It is located on the Trans-Canada Highway 200 km west of Winnipeg and 100 km north of the United States border. It is bounded by the Municipality of Cornwallis to the west, south, and southeast, by the Municipality of Elton to the north and by the Municipality of Whitehead to the northeast. According to the 2002 census the population of the City of Brandon is 39,716. Manitoba Health lists the population as 42,391. Brandon is the centre of an agriculturally based trading area of 150,000 people. The City regularly hosts three large agricultural fairs and has also hosted several large sporting events. Each of these attract 1000's of visitors to the City.

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

Brandon is built along the Assiniboine River valley with most of the development to the south side of the river and above the floodplain. The elevation ranges from a low of 1180 feet in the river valley to a high of 1320 feet in the southwest corner of the City. The floodplain for the Assiniboine River is generally the area below the 1180 foot contour.

Brandon is the centre of a large and varied agricultural land use area surrounded by many smaller communities all having populations of less than 3,000. Brandon's central business district was formed along the CP railway line. Brandon University is to the west of the central business district, Brandon Regional Health Centre and Assiniboine Community College are to the east, City Hall and the Provincial Building are to the south. Another major area is approximately 3 km south west of the central business district. This includes the Keystone Centre, which is an agricultural, and recreation complex, the Shoppers Mall Brandon, and a four block strip of small and large retail businesses and malls. New residential development has largely occurred in the west and the northern areas of the City. Brandon's twenty public schools are located throughout the City.

The eastern part of the City has seen recent industrial expansion with Simplot substantially upgrading its manufacturing capacity, and Maple Leaf Pork establishing a large hog slaughter operation. Western Cooperative Fertilizers also recently expanded their capacity to store anhydrous ammonia. Nexen Chemicals has also recently upgraded their facility to become the second largest producer of sodium chlorate in the world. Manitoba Hydro has recently installed a natural gas fired thermal generating station in addition to the present coal burning facility. Acropolis and Univar Canada Ltd., have both recently opened chemical warehouse facilities. The major Industrial Park is located in the south east corner of the City. Other smaller light industrial operations are located along the CN and CP rail lines primarily in the east part of the City.

Key facilities in the north part of the City include the Canada Games Sportsplex and the recently closed Brandon Mental Health Centre. This area has had some residential development along the river and on the top of the North Hill. A new light industrial area is also being developed in the vicinity of the airport located 1 km to the north of the City. Retail, hotel, and service development has continued along the Trans-Canada Highway.

Highways and Roads

The Trans-Canada Highway runs east-west through the northern edge of city limits and is the main link between Brandon and other part of the province and country. Highway #10 transects the city in a north-south direction and intersect the Trans-Canada highway. A Dangerous Goods Route and a transportation management program is in place that is designed to limit truck traffic within the City. This eastern access route takes traffic from the Trans-Canada Highway and the Industrial area of Brandon and provides a route around the City connecting the Trans-Canada Highway with #10 Highway. First Street (#10 Highway) and 18th Street are the main north south roadways providing access to and from the Trans-Canada Highway and are the only roadways to span the Assiniboine River and floodplain.

Truck Routes

The City has several designated truck routes that have been designated for specific types of vehicles and goods carried. Dangerous Goods are restricted to the Trans-Canada Highway, Eastern Access Route, part of the Green Acres Industrial Park including 17th Street East, and 65th Street East. For those trucks leaving the designated routes to make deliveries each must file a plan of travel with the City.

Railways

Both national railways run through the City in an east/west direction. The Canadian Pacific line is located in the Assiniboine River valley with a major yard on the north-east side of the City. Grade-separated crossing exist at 1st, 8th, and 18th Streets. Grade-level crossings are located the Eastern Access Route, Victoria Ave. East, and 26th Street. A walking grade-level crossing is located at 34th Street. Average freight traffic is approximately xxxxx cars/day.

The Canadian National line is located south of Victoria Avenue with a yard on the south-east side of the City. Grade-level-crossings are located at 81st Street East, three points on the Eastern Access Route, Richmond Ave., 17th Street East, 1st, 6th, 8th to 13th, 18th, 26th, and 34th Streets. Average freight traffic is approximately 15 cars/day carrying hazardous material or residue of.

Airport

The Brandon Municipal Airport is located approximately one kilometre north of the Trans-Canada Highway. The Airport has two lighted runways, the longest is 6500 feet. There are approximately 23000 flights each year. Of these, two per day are commercial flights. Approach angles and maneuvering of larger aircraft is confined to an area north of the Trans-Canada Highway.

The airport is also used for the Brandon Flying Club and other small aircraft. Flying of this type of aircraft over populated areas is regulated.

Pipelines

Major pipelines coming into the City carry natural gas from the Trans-Canada Pipeline north of the City. Two pipelines bring natural gas into Brandon. Simplot Canada Ltd. has a dedicated line that does not have odour (mercaptan) added.

Hospitals and Care Facilities

One major hospital provides medical care for the area. Five Personal Care Homes provide care for the elderly.
How often does your community experience an emergency or disaster? Can you provide some statistics?
Natural Hazards

Flooding

In the past 10 years the Assiniboine River has been over-bank three times due to spring run-off. This frequency is typical. The spring of 1995 saw the river at its 100 year flood level which required significant planning and response activities. The highest level recorded since dikes were constructed in the 1950's occurred in the spring of 1976. A portion of the flood plain is located within the dike that provides a certain degree of protection against floods. Past flooding has meant that the river valley is now relatively undeveloped, although some residential areas and businesses are located in the valley and are protected by the dike.

Drought

While drought conditions exist from time to time there has not been a need to ration water since 1979 at which time the water pumping capacity of the Water Treatment Facility was increased. The last extended drought conditions in Brandon occurred in 1980, 1981 and again in 2003. Average annual precipitation is 45 cm.

Extreme Heat

Southern Manitoba has the potential for hot weather that is extreme enough to be of a medical concern for certain population groups. The highest recorded temperature in Brandon was 45.6 degrees Celsius.

Extreme Wind

Brandon experiences at least one wind event a year where winds reach speeds of more than 90km per hour.

Tornadoes

Southern Manitoba experiences several tornadoes each year between April and the end of September. Brandon had one tornado in the near vicinity in July 1978. An F-3 tornado hit Fairfax (approximately 50 km south) in May 2000.

Wildland Fire

Southern Manitoba is susceptible to grass-fires during the early spring and fall.

Extreme Cold

Brandon experiences an average of two weeks of cold temperatures that are extreme enough to cause significant hardship. The last severe stretch was from mid-December 1993 to mid-January 1994 where the temperature stayed between -30 and -40 degrees Celsius with windchill. The coldest recorded temperature in Brandon was -38.5 degrees Celsius.

Blizzards

Brandon experiences on average one blizzard a winter that is severe enough to halt travel on major highways for a 24 hour period. A blizzard in 1976 closed the City for 30 hours and people were stranded in various building overnight.

Heavy Snowfall

Brandon has the potential for heavy snowfall in the late winter and early spring. Last heavy snowfall was 40cm in February 1998. Average annual snowfall is 105 cm.

Ice Storms

Southern Manitoba has the potential for ice storms. Brandon experienced a severe ice storm in March 1983. Southern Manitoba has experienced several between 1980 and 2000.

Pandemics

A severe flu outbreak occurs on average every 10 years. The 1918 Spanish flu infected 50% of the world's population. Most communities in Manitoba were quarantined. The 1957 Asian Flu and the 1968 Hong Kong Flu each killed 1 million people. The 1997 Avian Flu threatened but did not develop into an easily transmissible virus. A pandemic is expected at some point and may infect up to 75% of the population killing possibly 2250 people in Manitoba.

West Nile Virus

The West Nile virus arrived in Manitoba in 2002 killing thousands of birds. No human fatalities in Manitoba. WNV outbreaks are expected to be an annual occurrence with some human deaths.

Technological Hazards

Hazardous Materials Release

Brandon experiences several minor releases of hazardous material each year. These include anhydrous ammonia and various farm chemicals, and fuel spills. Brandon has not experienced a large hazardous material release.

Transportation Emergencies

Road

There have been two significant road related transportation incidents. One in 1974 and one in 1995. Both involved Anhydrous Ammonia being transported during fertilizer season and caused the evacuation of people as a precaution.

The Eastern Access route opened in 2000 and has reduced truck travel within the City.

Rail

In the past ten years there has been one derailment of significance within the City. It did not involve dangerous goods. There have been other rail incidents in the surrounding areas within this time period, some of which have involved dangerous goods.

Air

There has been one significant air incident at the Brandon Municiap Airport. This occurred in the Fall of 2001 and involved a private aircraft that was believed to have been hijacked. This caused a limited activation of the Brandon Emergency Plan until it was determined to be a police matter.

Utility Failure

Water

99% of building in Brandon are serviced by sewer and water. There has been one incident of a problem with the water supply system that had the potential to impact a significant percentage of water users. In 1996 a faulty valve allowed a partial depressurization of the system. Fortunately this occurred during the early morning (low water consumption) and was repaired before water supply became an issue.

Natural Gas

90% of buildings in Brandon have natural gas service. There have been three failures of the Trans-Canada Pipe Line in Manitoba since the early 1990's. None of these resulted in a significant reduction in the supply of natural gas to Brandon. There have been no leaks of large diameter pipes in Brandon.

Hydro

The City of Brandon has not experienced a significant interruption of hydro.

Human Hazards

Civil unrest

There have been no recent incidences of Civil Unrest that have had a major impact on the City.

War

People from Brandon have served in every major war since World War One and suffered a significant loss of young men and women during these times.

Significant Fires

There have been numerous building fires over the years where people have lost their lives. No fire had as large an impact on people as the 1910 fire at the Brandon Hospital for Mental Diseases. Six hundred and forty-three people were evacuated and housed for two years in the fair buildings.

Hostage taking

There have been no Hostage Taking incidents in Brandon.

Labour Unrest

There were three general strikes beginning in 1919 and ending in 1922 with the Teacher's Strike where the City's entire teaching staff was dismissed. Since this time there have been no general strikes in Brandon.

Business Interruption

There have been no long term business interruptions caused by technological failures in the last 10 years.

Food Shortage

In the years between 1932 and 1936 at least 10% of Brandon's population was receiving relief for food, fuel, and shelter. Since the Depression there have been no incidences of widespread food shortages in Brandon.

Cyber Terrorism
There have been no incidents of Cyber Terrorism in Brandon.

Eco Terrorism
There have been no incidents of Eco Terrorism in Brandon.

Biological Terrorism
There have been no incidents of Biological Terrorism in Brandon.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

Hazards

Past reviews and awareness of the area indicate that there are three broad categories of hazards to be considered. These are categorized based on the source of the hazard and include; natural, technological, and human hazards.

Natural Hazards
Flooding Drought
Extreme Heat Extreme Wind
Tornadoes Wildland fire
Extreme Cold Blizzards
Heavy Snowfall Ice Storms
Pandemic

Technological Hazards
Hazardous Materials release Extreme Air Pollution
Explosion/Fire Road emergencies
Rail emergencies Air emergencies
Water Utility failure Waste Water Utility failure
Natural Gas failure Hydro failure
Building Structure collapse Dam failure
Communication System failure

Human Hazards
Civil unrest War
Arson Hostage taking

Labour unrest Business interruption
Food shortage Cyber
Eco terrorismBiological terrorism

Chemical terrorism Nuclear terrorism
Radiological terrorism Economic collapse
Resource shortage

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

TRAINING
The following is the number of employees of various organizations that have attended emergency response or preparedness training since 1996.

Brandon Police Service

8	attended Exercise T-Bone
8	attended Exercise CP Railyard
4	attended Exercise Route 110
9	Manitoba Emergency Management course
3	Emergency Operations Centre course
5	Emergency Site Management
1	Emergency Public Information course
1	Significant Weather course
6	Micro MEM course

Brandon Fire Department

48	Fire Fighters Level 1
48	Certified Operations Level HazMat
39	Emergency Medical Technician 1
9	Emergency Medical First Responder
48	Search & Rescue as part of NFPA Fire Fighting Level 1
12	attended Exercise T-Bone
12	attended CP Rail Yard
11	attended Exercise Route 110
29	Manitoba Emergency Management
8	Emergency Site Management
6	Emergency Operations Centre course
12	Emergency Public Information course

Simplot Canada

12	Certified Technician Level HazMat
12	Fire Fighter Level 1
7	attended Exercise T-Bone

Nexen Chemicals

4	Certified Technician Level HazMat
8	Certified Operations Level HazMat
11	First Aid/|CPR, 2 Staff certified instructors
10	Smoke house
9	Confined space rescue
3	Media Training
4	Responsible Care TransCAER drill
10	attended Exercise CP Rail Yard

Paul's Hauling

3	Certified Technician Level HazMat
3	attended Exercise T-Bone

Western Cooperative Fertilizers

7	Certified Technician Level HazMat
2	attended Exercise T-Bone

Manitoba Hydro Generating Station Fire Department

10	attended Exercise Route 110

Redfern Farm Services

6	attended Exercise Route 110

City of Brandon, Other Agencies and Industries

65	Manitoba Emergency Management
34	Micro MEM course
13	Emergency Operations Centre course
17	Emergency Public Information course
50	Significant Weather course
18	Business Continuity course

2.3 For your community, what is a major emergency?

Brandon has used the FEMA model in assessing hazards

Determinant	Evaluation
History (record of occurrences)	
number of times in last 100 years	
0 -1	Low
2 - 3	Medium
4 or greater	High
Vulnerability (susceptible to injury, damage, disruption, or loss of life)	
degree of population at risk	
1%	Low
1 - 10%	Medium
> 10%	High

degree of property at risk

1%	Low
1 - 10%	Medium
> 10%	High

Maximum Threat (greatest destruction expected)
area of community impacted

5%	Low
5 - 25%	Medium
> 25%	High

Probability
Likelihood per year of event occurring

< 1 in 10000	Low
between 1 in 1000 and 1 in 10	Medium
> 1 in 10	High

Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?
Yes
The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days?
Yes
How about 100 people a day for 7 days?
Yes
A flood that causes the evacuation of 100 people?
Yes
How about 1, 000?
Yes
How about 10, 000?
Yes, very unlikely to happen in Brandon.
How large a fire?
In a large industrial facility.
and how severe an earthquake?
Not likely to happen in Brandon.

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

The Brandon Emergency Plan provides the basic structure for any type of response to take place. There are areas such as urban search and rescue that no one in Manitoba has equipment or training to provide. This could be called into play following a tornado or major building collapse.

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

Working with all response agencies, no matter from where they come, to resolve the situation and to have things rebuilt in a manner as to decrease the likelihood of a recurrence.

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

Yes, we will look for assistance in managing the hazards that we are not equipped to manage. We will expect to look after those things in the emergency that we are equipped to deal with.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

WE have sufficient resources to get started in responding to most situations but not CBRN for example. We do not have sufficient backup resources to continue indefinitely. Emergency backup electricity for some facilities is an issue.

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place?

It depends on the situation. A flood we would be able to manage with the assistance of Provincial Departments as we have in the past. A pandemic would cause major problems if enough key people were sick at one time. For instance, we may not be able to make water, clear snow, or provide other municipal services.

How long would it take for regional assistance to arrive, if available?
Regional assistance has generally responded very quickly. We could expect help within a few hours under most conditions and certainly within a day unless travel conditions were impossible.

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

Manitoba has three emergency operations radio channels that are controlled by the Provincial 911 Communications Centre. These can connect all responders involved in three separate incidents at the same time. Manitoba has recently instituted the Incident Command process for control at a scene. I am told that this has worked well. Provincial resources (Office of the Fire Commissioner, MEMO) come in to assist and will remain in that role as long as the local authority has things under control. If things are not under control the Provincial resources will take over Command.

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

No. The local media will provide information as news bulletins but we do not have the authority to over-ride broadcasts. We do have good cooperation. All radio stations in Brandon are computer operated during the evening and night time hours and are not staffed.

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

Our working relationship with MEMO is satisfactory. We have very little contact with OCIPEP other than through MEMO.

4) Do you have programs in place to help prepare your community for the anticipated threats?

The Brandon Emergency Support Team is a partnership between Business, Industry, and the City of Brandon to provide effective community education so the general public knows what to do in an emergency. B.E.S.T. is dedicated to increasing emergency preparedness in Brandon and surrounding area. The team was created in 1999 and continues to support both the community and team members in their emergency preparedness activities.

B.E.S.T. Members
B.E.S.T. has an active membership of some forty different parties who have contributed $50,000 annually to the program that is coordinated by the City of Brandon's Emergency Coordinator. Membership includes:

City of Brandon
Nexen Chemicals Canada Ltd. Partnership
Simplot Canada Ltd.
Western Cooperative Fertilizers Ltd.
Manitoba Hydro Generating Station
Ayerst Organics
Canadian National Railway Co. Ltd.
Canadian Pacific Railway Co.
Maple Leaf Pork
Brandon Regional Health Authority
Zenith Paving Ltd.
Paul's Hauling Ltd.

Keystone Bulk Transport Ltd.
Gardewine North Ltd.
Praxair Canada Inc. (Production)
Innovative Media Group
Leech Printing Ltd.
CFB Shilo
Behlen Industries
Freightliner Manitoba Ltd.
Westman Aerial Spraying Ltd.
Ready Oxygen Ltd.
Shur-Gro Farm Services Ltd.
Keystone Centre
Wheat City Concrete Products Ltd.
Redfern Farm Services Ltd.
Feedrite Ltd.
Hillcrest Place Inc.
Murray Chev Olds
MTS Communications
Federated Cooperative Propane
Perth's Services
Central Park Lodge Valley View
Powell Construction Ltd.
Wal-Mart
Pioneer Grain
James Dubé Spraggs
Univar Ltd.
Canadian Red Cross Society
Western Manitoba Science Fair

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

City of Brandon Emergency Preparedness Handbook
The handbook was developed by the B.E.S.T. Education Committee that was established in 1999. More than 20,000 copies were delivered in Brandon, Shilo, and the Municipality of Cornwallis. Information and advice was received from a number of sources including:
- Environment Canada
- Safeguard
- Canadian Red Cross
- Manitoba Hydro
- Centra Gas
- Manitoba Emergency Measures Organization
- Scouts Canada (for the use of their trademark; "Be Prepared")

- Shelter-in-place information was based on the Province of Alberta study, "A Technical Study of Shelter Versus Evacuation When Faced with a Release of Hydrogen Sulfide (1992).

Emergency Preparedness For Everyone - calendar for 2001
B.E.S.T. decided on this project when we were looking for a way for people to have daily contact with our program. The idea for the calendar and its date boxes noting significant events in Manitoba came as a result of a conversation with Randy Hull, Emergency Coordinator for the City of Winnipeg. B.E.S.T. and the City of Brandon were fortunate enough to put their good idea into action and provided it to every residence in Brandon and Shilo in late 2000.

Emergency Preparedness For Everyone - Digest
This publication was delivered to every address in Brandon in January of 2002. The education Committee again put their heads together and came up with an interesting product that encourages it to be read cover to cover. It contains ten digest sized stories and articles as well as a self test that you can take to find out your own level of emergency preparedness.

Citizens' Emergency Quick Response Guide
This cardex style booklet provides immediate response type information to the variety of situations possible in our area. Each guide has a magnet on the back so that it can be stored on the fridge. Copies of the guide were delivered in 2003 to every address in Brandon and Shilo.

Shelter-in-Place - staying safe during a hazardous materials release
B.E.S.T.'s acclaimed video on how the resident or business owner can help protect themselves during the release of an airborne hazardous material. This production took place in Brandon using local actors John Szabo, Debbie Mason and xxxxx Mason who acted out a day in the life of a typical family in a non-typical situation. Their home was a show home provided by Jacobsen and Greiner with furniture supplied by Kullberg's. Our own Brandon Fire Department, Brandon Police Service and the Provincial 911 Communication Centre also took part. Visual Productions provided the technical expertise and in the end Brandon was left with a first rate educational video.

Copies of "Shelter-in-place" are available for free "rental" from the Public Library, Movies and More, We-R-Video, and through the Emergency Coordinator at City Hall. Copies are also available for sale and many have been sold. In fact copies of our video have been sold as far away as Australia, New Zealand, South Africa, England and of course across Canada. In Canada they are $40 each plus taxes, out of country they are $50 each.

Canadian Red Cross Emergency Preparedness for School Aged Children

When B.E.S.T. first reviewed the Canadian Red Cross' program for school aged children we knew it was a winner. The booklets were crisp and tidy in their design and were very inviting. The information was accurate and easy to follow.

The program has three distinct levels:
"It can happen, be ready," for students aged 7 - 8.
"Facing the unexpected," be aware for ages 10 - 11.
"Be ready, be safe," for ages 12 - 13.

Since the program was developed by the Quebec Division of the Red Cross it used examples from the various regions of Quebec as learning points. B.E.S.T. obtained permission to revise the material so that it was Manitoba appropriate. When the revisions were completed, the draft was approved by the Brandon School Division for use in our schools. B.E.S.T. then provided funding so that a supply of Student and Instructor booklets could be purchased.

Red Cross volunteers first delivered "Facing the unexpected, be aware," program to Grade Five children in Brandon's schools in March of 2000. The program has carried on so that now more than 400 children will have experienced the program.

B.E.S.T. continues to work closely with the Canadian Red Cross on educational programs. Currently they are expanding the program so that "It can happen, be ready", that is designed for Grade Two children, can begin in the Fall of 2003.

Televised Public Service Announcements
B.E.S.T. has had a series of PSA's produced that deal with local emergency situations. These have been running on television on a regular basis since November 2003.

B.E.S.T. Faxes
These information sheets are written by the Emergency Coordinator and are faxed to B.E.S.T. members and other interested people. This is another way that B.E.S.T. members are kept up-to-date with our program.

Community Advisory Committee for Emergency Preparedness
The City of Brandon is also fortunate to have the commitment of its citizens. The Community Advisory Committee for Emergency Preparedness is a focus group that meets four times a year to review the Emergency Preparedness Program and to offer suggestions for improvement from a citizen's perspective.

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Could you elaborate?

Somewhat.

We have some bedding that is stored here for the Province. We assess the flood threat and if sufficient threat exists, we increase our supply of diking materials. The Regional Health Authority looks after the medical supplies and warehouse some. We have a couple days supply of water and have plans to ration and bring in water as needed. Contact with suppliers has provided us with reasonable time frames for supplies. Our citizens are encouraged to be prepared and to have emergency kits.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

Continued training resources are important. Both for our volunteer groups and professionals. These are constantly changing, both in membership and in the information they need to deal with. Communities are in need of funding for alerting systems. There could be much more funding put into the hands of local people to design and provide information that is relevant to the local audience. For example, in the past a lot of space in the federal publications has been given to earthquakes which are not a hazard in Brandon. In many cases these generic publications are good for school children but need more local detail to be worth the cost of distribution.

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

Funding for training by OCIPEP has been scaled back and some programs are no longer offered. We often hear rumblings that it will be further reduced. Most training is provided by MEMO and has been adequate to date. The process to receive funding for exercises and other emergency preparedness initiatives is through JEPP which is dependent on the current national need and may not reflect the current local need.

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

It depends on the emergency but response in Manitoba is generally very good. We would expect help within hours and certainly a day. The provincial government will provide the level of assistance required. The local authorities are assisted by the province. They are not directed by them. Assistance is paid for by the province and then charged back to any disaster relief program.

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

It depends on the situation but very likely.

Is this expectation based on an unwritten understanding and should this arrangement be formalized?
Yes, and yes.

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

JEPP is helpful when you are successful and receive approval for your project. The criteria for success does not always meet the local needs and so local projects are not always approved. The application process is fairly time consuming to leam but once understood it is just like any other series of hoops to go through.

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

Although I was involved with OCIPEP's committee work on critical infrastructure when it started, I have not heard anything about how it is progressing. We have very limited direct contact with OCIPEP other than their training program in Ottawa which has been scaled back considerably.

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

I have no idea what their competencies are as I have no direct experience observing their incident management skills. Their training program at Arnprior was very good which would suggest success.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Were you given procedure information regarding the use of these caches? Could you find a cache in your community and report on the usefulness of its contents?

Yes
No
Were you consulted on the usefulness of these caches?
No

Yes

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization?

CSIS is not in our plan. I have tried to have a meeting with them to discuss issues in Brandon but have been unable to arrange one.

Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?
CCRA and C&I Canada are included in our plan through the Brandon Municipal Airport plan. They would be expected to look after the issues for which they have jurisdiction and we do not.

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

The Brandon Emergency Plan is linked to DND through Manitoba Emergency Management Organization. The amount of assistance from DND could vary from limited as in the 1995 flood of the Assiniboine River (100 year flood) to significant during a bioterrorism incident.

Brandon
Manitoba
(Revised)

Questionnaire on Community Preparedness for an Emergency or Disaster

3.4 (a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).

No.

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-related updates or instructions?
We have a working relationship with broadcasters who will provide emergency information as requested. They are not immediately available during the evening and night time hours as the stations operate by computer and no one is present in the station. This would cause a delay in alerting the public plus there are not likely to be very many radios and TVs on during that time.

We could benefit from the ability to interrupt broadcasts with an alert message but again during the night time hours how many people have their radios and TVs on? We are presently testing and considering the installation of a siren alerting system that will notify people to turn on their radios for more information. Whatever is in place needs to be multifaceted so there is no one single point of failure.

5.3 (a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it? We experienced a serious flood in 1995. Help arrived in time. The Prov. Dept of Highways built a dike to protect their road and this assisted in our diking efforts. There was a cost sharing formula for expenses incurred by the municipality. I believe the municipality was responsible for the first $1 per capita and then over and above this the costs were shared.

(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it? The amount of help required would depend on the scale of the situation. We respond with the citizens until our resources are used up. Help should arrive when we need it.

Not before or after. Cost sharing basis is ok as long as it is fair and does not place an undue hardship on the local municipality

Brian Kayes
Emergency Coordinator

Wood Buffalo
British Columbia

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

1.1 Fred Baehl, Director for Emergency Management, 5 years full time Director, 7 years prior involvement as Manager for Public Works in EOC.

1.2 Population is almost 60,000. About 50,000 are residents of Fort McMurray, the balance are in 7 Hamlets and country residential. Our Municipality covers 68,454 square Kilometers.

1.3 Includes many major industrial facilities (oils sands). We share borders with Saskatchewan and the North West Territories. Two airports are also within our Regional Municipality and a number of airstrips.

1.4 Our Regional Emergency Operation Center is activated on average six times per year. (Average over last three years). Since 1995, we have had six declared State of Local Emergencies:
Mariana Lake Fire 1995
Fort McMurray Flood 1997
Rural Infrastructure Flooding 1998
Fort Chipewyan Air Lift 1998
House River Fire 2002
Fort McKay Fire 2003

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

2.1 Natural: River Break up
Forest fires
Severe weather
Pandemic Influenza
Man-made: DG
MCI
Utility failures
Terrorism
Dam failure

2.2 Our preparedness and training are good to very good.

2.3 Yes if it involved an evacuation
The release into the local water supply or airspace of enough infectious

biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?
Yes
A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?
Anything over 250 people would be a challenge due to our close to zero vacancy rate and our remote location.
How large a fire and how severe an earthquake?
Any fire that permanently displaces 100 or more families

2.4 All of our plans are generic and can be adapted to almost any situation. The main issue facing us is the inability to communication among the 28 Agencies represented in the REOC and public warning. We require the E911 phone list to be made available so that we can use it as a database to warn the public of dangerous and imminent situation where they could take immediate action to protect themselves.

2.5 Resolving the crisis.

2.6 We are one of seven Alberta CBRN centres, so we would likely assist other Municipalities if they had a problem. With regards to cyber-attack, it would depend on how widespread it was. We could handle anything in house, but if it impacted all carriers, we may require assistance.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

3.1 We lack some technological, communication equipment.

3.2 It depends on the emergency. In some instances, a few hours, in others, we could operate indefinitely

3.3 Very satisfied with our structure.
Totally dissatisfied with our current communications systems.

3.4 Yes, but we would only do so to warn the public of an imminent event, where they can do something to protect themselves.

3.5 Yes.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

4.1 We conduct regular advertising campaigns. Some are generic, IE. Having a home preparedness plan while others are specific, IE. What to do before, during and after river break up and flooding.
We also have a web site that provides information to the public.

4.2 No, with the exception of sand bags.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes x☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No x☐ Were you consulted on the usefulness of these caches? Yes ☐ No x☐ Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

5.1 Money for communication and mobile command posts would assist, but the main priority should be in mitigation. The two main issues in our Region are:
1-A bypass road to remove the DG from high density populated areas. (We have the highest transportation of DG to people mix).
2-A dike to reduce the risk of flooding due to ice jam would be the next highest priority for emergency management.

5.2 We would conduct more training if the funds were available.

5.3 Our expectation is that if we cannot deal with a situation, the Province would assist and in conjunction with the Federal Government pay for all costs. Due to our location, assistance would be a minimum 5 hours travelling time plus mobilization.
With respect to the federal government:

If the Province were overwhelmed, we would have the same expectation of the Federal Government.

5.4 See 5.3

5.5 It is somewhat helpful, but more funding is required, especially to deal with mitigation issues.

5.6 Needs to be more visible.
(Also needs a new name)

5.7 Given the lack of day-to-day contact, how we work and the diversity of Provincial Emergency plans, it will definitely be a challenge.

5.8 A Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes x☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No x☐ Were you consulted on the usefulness of these caches? Yes ☐ No x☐ Could you find a cache in your community and report on the usefulness of its contents?
5.8 B We do not have representation from these agencies in our REOC

5.9 Our only link to DND would be obtained through our Provincial Emergency Management representative.

Wood Buffalo
British Columbia
(Revised)

Questionnaire on Community Preparedness for an Emergency or Disaster

(a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-related updates or instructions?

(a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it?

(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it?

PLEASE INDICATE RESPONSES HERE

3.4 Yes, authority granted through Alberta Emergency management. (Emergency Public Warning System).

3.5 We have not required help from the Province other than financial. Generally, financial assistance is good to Municipalities, but falls short for individuals.

5.3 A-Generally, very little is expected.

B-It depends on the nature and severity of the emergency. We are unlikely to get any substantial assistance for at least 6-24 hours. The Province and Federal Governments should pay for all Disaster-related issues.

Charlottetown
Prince Edward Island

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

Fire Chief Bill Hogan, 29 years Fire & Rescue Services, EMS, & Emergency Preparedness. Emergency Measures Co-ordinator for the City of Charlottetown.

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

Urban/Rural mix, 32,500 person in City of Charlottetown & another 2,500 in fire service district. City area is 42.6 sq. km.

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

The City has a Marine port and terminal (17,626 Cruise ship passengers annually) and Airport (158,746 passengers annually). As well as industrial chemical and agriculture chemical manufacturing and storage. We also have 3 large fuel storage tank farms and 2 propane storage and truck distribution facilities.

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

The City of Charlottetown deals with daily emergencies including fires, auto accidents etc. Annually we have one or two major emergencies such as a large fire, chemical and fuel spills, local flooding, winter storm which may require and area evacuation or shelter in place order. We have had large scale emergency effecting all citizens including two boil water orders requiring large distribution of over 150,000 liters of bottled water and a 3 day power outage.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

Natural risks include: Hurricane, tidal surge, winter storm and forest fire.

Man made risk include: Fire, explosion, chemical spill or release, air or marine disaster, prolonged power outage, water supply loss or contamination.

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

The current staff and resources including assistants from mutual aid groups can handle local normal emergencies.

Large-scale emergencies or a disaster will require Provincial, Federal and specialised assistance.

Training for City of Charlottetown EOC and response staff has been carried out on regular and ongoing bases.

Specialised training for CBRN and hazardous material is required.

2.3 For your community, what is a major emergency?

See below:

A spill a hazardous chemical that endangers the water supplies.

The injury of or an infectious illness or disease to 25 or more people at any one time.

Any event that causes the evacuation of 100 or more people?

A large fire, or explosion, marine or air disaster, a severe Hurricane or winter storm.

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

The City of Charlottetown does have a tested emergency plan, has trained the essential staff. We have the necessary personnel and equipment to make an initial response and assessment As indicated above after these resources have been exhausted assistance will be required.

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

Resolving the crisis if possible, if not containing the crisis until mutual aid, specialised response teams or provincial or federal help arrives.

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

Provincial and federal governments will be required!

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

The City of Charlottetown emergency plan allows for special emergency funding to the various line departments that would respond to an emergency. Additional staff may be hired if required and equipment purchased or rented. We have mutual aid agreements with other emergency services and agencies.

Following the emergency the City of Charlottetown would seek assistance from the Provincial and Federal government to recoup the cost to respond and restore the community to normal conditions.

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

This would depend on the type and seriousness of the emergency, in most cases it would take 12 to 24 hours before all available resources would be depleted. However the EOC my request assistance earlier than that time frame if the see that the city's resources will be depleted.

Regional assistance would likely take 8 to 12 hrs. if road and weather conditions permitted.

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

The City, Provincial and Federal Governments have a joint EOC in the City, which has allowed us in both training and actual emergencies to respond quite effectively.

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

Local radio can be utilised immediately if need, Local TV can be used with some notice.

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

We currently have excellent links with our Provincial and Federal agencies.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

Copies of the Provincial and OCIPEP pamphlets are provided on a request base.

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

A resource index has been created as par of the city's emergency plan. No warehousing other that what could be obtained from the private sector is currently in place.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

In regard to CBRN Education should be the first priority. All first response agencies should receive awareness training and then be advanced to the various response levels.

Appropriately trained and equipped CBRN and Urban Search and Rescue teams should be established in each region.

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

We have received no direct funding. We have received the benefits of funding provided to the Provincial Fire School and Metro Emergency Response Association

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

The City of Charlottetown would require both substantial financial support and assets assistance from both levels government in the event of a "Major Emergency or Disaster" which severely effected the City ability to provided essential services to it citizens.

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formulised?

As stated above both substantial financial support and assets assistance from both levels government would be required in the event of a major emergency or disaster. A formulised mutual arrangement would be beneficial.

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

The JEPP funding made available to the Provincial EMO and other agencies has been helpful. The development of online application system with a pre approved equipment or supplier list may be helpful in speeding up the process.

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

We have very little direct contact with the national leadership of OCIPEP the Regional office PEI (Shawn Clarke) have been very helpful. A robust regional leadership who has good communications and strong working relationship with national OCEPEP leadership would be the must useful to those of us in the field.

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

Again with out the direct exposure to the national leadership I am reluctant to make comment. However if the Regional staff are a reflection of the national staff we are in good hands.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

No to all the questions above. I am not familiar with this program, however if this type of resource were required we would contact the Provincial EMO and the regional office of OCIPEP

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

The City of Charlottetown Police Department is the lead agency in regard to security and intelligence issues under our emergency plan. They have direct contact with "L" Division of the RCMP and through them CSIS. We have federal offices of the other agencies in Charlottetown and have utilised them and the RCMP in a recent exercise.

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

Salaberry de Valleyfield
Québec

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

1.1 I am Chief of the Operations Division for the Salaberry-de-Valleyfield Fire Department. My role during fire operations is to act as emergency arrangements coordinator during events for which our department is directly responsible, or act as manager of the fire department equipment and team when a fire emergency involves another department and we provide assistance.

1.2 The new city of Salaberry-de-Valleyfield covers a territory of approximately 100 km² and the population density in the urban sector is approximately 1173 inhabitants/km² while in the rural sectors the population density is approximately 483 inhabitants/km².

1.3 Major industrial parks near the Trans-Canada highways, a sea port on the Saint Lawrence Seaway and a major rail network are all imporrant risk factors for the city of Salaberry-de-Valleyfield.

1.4 The fire department responds annually to approximately 600 emergency calls, excluding medical assistance. In our municipality the main threat would be man-made due to the large number of products of all kinds that are handled.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

- ***A train tanker-car that bursts and spills a hazardous chemical?***
- ***The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?***
- ***A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?***
- ***How large a fire and how severe an earthquake?***

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

Currently, the department is in full expansion because the Salaberry-de-Valleyfield fire department was created in 2000 and we have been setting up specialized teams, including Hazmat, nautical, confined places.

From the point at which human life is in danger and that the situation is beyond the control of our department, this becomes a major emergency. (Rail cars transporting hazardous chemical products constitute a major risk in our region).

We are currently working on developing fire emergency and response plans to support our operations. In addition, the department is made up of 75 members who will soon be taking specialized response training. As for equipment, we still have to acquire certain pieces of equipment for our inventory to cover the greatest number of possible situations.

The municipality is currently working on a civil protection plan that will cover measures to be implemented during a major emergency.

Following evaluation of the disaster, it is possible that we would require provincial and/or government help to handle a disaster.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

3.1 The Salaberry-de-Valleyfield Fire Department has been equipped with a vehicle fleet as well as all kinds of equipment to confront all kinds of disasters. In addition, 75 members of the department will be properly trained and ready to respond to calls, and finally, an inter-departmental or inter-services system is in place.

3.2 From the point at which a response is out of our field of expertise or competency, we will surely require regional help. Our fields of competency are:

- Fire and buildings
- Forest fires
- Brush fires
- Vehicle accident or fire
- Jaws of life
- Bomb scare or alert
- Hazardous materials response
- Carbon monoxide
- Confined space rescue
- Nautical rescue
- Pole-top rescue
- Off-road rescue
- floods

3.3 We would like to have a more developed inter-municipal mutual support system, but various political influences sometimes hinder such agreements.

3.4 a) In the event that an emergency situation would require a press release or communiqué, the city communications department has entered into a verbal agreement with the local radio station to broadcast our message.

b) In the event that a message would be broadcast over the radio, we would be able to provide instructions or updates regarding an emergency. The agreement with the broadcaster is verbal, however, and the radio station operates only during weekdays.

3.5 It is essential to create close ties with as many organizations as possible given the risks to which we are exposed and the costs associated with civil protection. The city is developing an emergency arrangements plan and the fire prevention service has established a public education and residential visit program to educate the public on the dangers linked to fire.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

4.1 The city is currently establishing an emergency arrangements plan and the fire department is setting up an public education program as well as a residential visits program to inform residents on the dangers associated with fire.

4.2 We currently possess some equipment that was lent to us quite some time ago by the Department of National Defence, which was used to set up an emergency services centre. This equipment is now outdated.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

5.1 Governments would greatly help all municipalities by imposing minimum safety standards within their territories, and in cases where a municipality would find it impossible to handle certain threats that have been identified; we have never received financial help for training and exercises.

5.2 For now it is impossible to know what help the provincial government could provide us, or at what point, or who would foot the bill.

5.3 At the point at which the disaster exceeds our ability to intervene, we expect to receive help from the other levels of government within reasonable timeframes. As for expenses, it would be necessary to establish responsibility for the disaster.
Given our geographic location, near a sea port, in the event of a disaster, we would have to work with the federal government; however, there are no existing agreements

with our department.

5.4 We are currently in the process of requesting funding from the EPC program for a mobile command post, and are waiting for a response from the government.

5.5 We have not seen at the present time any concrete action on the part of government towards our municipality, which is a major transportation hub.

5.6 I don't think that the OCIPEP would be able to coordinate major emergency response without the help of local organizations because these organizations are more fully knowledgeable of local characteristics.

5.7 I am aware that there is something that can be distributed, yet I am not aware of the conditions under which they would be distributed, or the state of these emergency shelters.

5.8 Our emergency response and planning team only includes persons working in local organizations.

Several years ago, DND distributed to certain municipalities equipment that would be used to establish emergency centres, but there was no follow-up. In the case of an emergency we could also turn to help from the Coast Guard or the Canadian Armed Forces.

Sorel-Tracy
Québec

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

Chief of the emergency arrangements division since January 6, 2003. I have no coordination experience.

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

A population of 34,194 inhabitants with an area of 56.61 km2 (604 inhabitants/km2) in an urban municipality.

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

Port de Sorel
Hydro-Québec thermal power station
QIT Fer et Titane
Cambium (wood processing and treatment)
Aciers Atlas
Forges de Sorel
Kildair Service ltée
Alstom Canada
Praxair
Fabspec

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

Every two years (ice storms, acid spill at the Sorel bridge, fire)

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

Flood zone
Fuite de matières industrielles (gaz, liquides)

2.2 What is your organization's assessment of local emergency

Low

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A situation where life and health are threatened and exceeds our capacity to respond.

All examples except the rail tanker-car.

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

Everything has to be set up following the amalgamation of the cities of Sorel and Tracy.

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

Everything has to be set up following the amalgamation of the cities of Sorel and Tracy.

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster? Yes

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

Yes. Budget of $1.2 million
Employees of the City of Sorel-Tracy
Red Cross reserve equipment
No relief personnel

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

Where the capacity of the fire department is surpassed.
When we will make the request (Sécurité civile montérégienne)

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

Yes
Yes
Under reorganization following the amalgamation of the two cities

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

Yes, for local TV and radio.

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

Already links with the provincial organizations
None

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., property owners and businesses) to help them prepare for an emergency?

There is a provincial campaign (civil protection)

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

Yes, through the Red Cross (beds, blankets, pillows, kits)

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

Use of the Canadian Armed Forces
Tax credits for the purchase of emergency equipment

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

From the following ministries: Public Security, Health and Social Services, Municipal Affairs, Hydro-Québec, Environment;
Contact Sécurité civile montérégienne

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

At the provincial level

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

No

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

No

5.10 ***Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?***

No

Grand Prairie
Alberta

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

Bill Walker – Protective Services Director. I have over 30 years experience responding to emergencies within the fire and disaster services processes of the City of Grande Prairie and region. I currently oversee the activities of the Fire Department, the RCMP, Enforcement Services and Ambulance Services for the City of Grande Prairie. I am also the Deputy Director of Disaster Services and have lead the disaster planning processes for the city and region for 20 years.

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

Population of the City is 40,200 with an area of approximately 24 square miles. The community is urban in nature and serves as a service center for the region, which has a population of over 200,000

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

Yes – we have major industry within the city as well as within the region. We are approximately 140 km from the Alberta/BC border. The City of Grande Prairie is a transportation hub for the air traffic for the north. Major industry in the City and area includes oil and gas exploration and processing, lumber and pulp processing, agricultural related industries, tourism and industries within the City of Grande Prairie to service the region (north-western Alberta and north-eastern British Columbia). There is potential for a mass casualty incident in the area.

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

We utilize our Peacetime Emergency Operations Plan to manage 0 to 5 major emergency events per year.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

We have major industry including manufacturers, users and shippers dangerous goods within the city and region. The City is the convergence of major transportation routes (air, rail and road) for northern Alberta and British Columbia. The city is in northern Alberta and has had incidents related to weather and environment, hazardous materials, health emergencies, fires, police emergencies and shut down of services (water, gas and power).

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

The City of Grande Prairie has modern well-equipped emergency services including a fulltime fire department, which provides 1st response to the city and a portion of the region under a contractual arrangement with the County of Grande Prairie and responded to over 1,700 calls in 2002. The fire department provides the core response for dangerous goods in the region as well as being one of 7 designated response sites for CBRN within the province. The Fire department also operates a regional 911 and dispatch service which serves 27 fire departments and 3 emergency medical response services.

The RCMP under a contract with the municipality provides police services and in 2002 answered 29,661 calls for service. The City of Grande Prairie enforcement services have been amalgamated with the RCMP operations covered by a memorandum of understanding.

Emergency medical response services are provided by GPREMS, which is owned by 13 municipalities with the City owning approximately 32 % of the corporation and in 2002 responded to 5,159 responses. The service provided is an advanced life support service using a mixture of fulltime and part-time employees (Paramedics and Emergency Medical Technicians) and is supplemented by a 1st responder program through the Grande Prairie and other volunteer fire departments in the area.

The City of Grande Prairie has an active disaster services program that includes ongoing training, a minimum of 2 local and 2 regional meetings per year, 2 to 4 exercises per year and a process to critique any incidents when they occur. The City is a leader in the region and in the province in this area.

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

All of the incidents identified could be considered major emergencies. We have used the plan to manage various incidents including major fires (Canfor log piles, Weyerhaeuser Sawmill Fire, etc.), shut down of water supply to the city for 4 days, dangerous goods incidents, airplane crashes and a shooting incident at the police detachment.

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

The City of Grande Prairie has actively supported improvements to all emergency services and disaster services within the last 10 years. We have initiated a regional process to ensure all municipalities are planning together and recognize the reliance on each other for disaster services. We have an up to date peacetime emergency operations plan and a number of component plans. These plans are updated regularly and improvements continue to be made each time they are reviewed.

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

We have a history of self-reliance, as the City of Grande Prairie is 470 km away from the next large center. Successful response involves resolving the crisis with help from our regional partners.

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

The City of Grande Prairie is a regional center and has been designated as one of the sites in Alberta that has a response capability for chemical, biological, radiological, nuclear events. This reflects the dangerous goods response capability we had previously established. The City of Grande Prairie and the Health Region established a management process for response to "white powder" incidents within the region and handled a number of these incidents. We have also been active participants in planning for the anticipated pandemic influenza with the Health Region. The local response capability for all of these events is reliant on the limited resources available within the city and region.

Therefore any one of them may require assistance from the other levels of government.

The City of Grande Prairie is a Cyber City and manages a high-speed network, which serves all municipal buildings. The City of Grande Prairie has leading edge technology that is managed by an in house Information Technology Department.

The potential to disrupt municipal services by a cyber attack is moderate to high and the possibility of a cyber-attack may require involvement of the province and federal governments.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

The emergency services for the City of Grande Prairie are able to deal with emergency incidents through maximizing the use of co-response, mutual aid and regional partnerships. The capability of the system is taxed when we have multiple incidents or large incidents that require a lot of resources and/or long duration operations. The municipality is funded primarily through property taxes. The cost of operating the emergency services is budgeted and the city does not have money set aside for major emergencies outside of this process. All emergency services have a limited on duty complement and rely on call back of their off duty staff. The surrounding communities have limited on duty police and ambulance resources and volunteer fire departments.

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

We would typically have resources for the 1st one to three hour period of most major events unless the incident requires more resources than are available. The limited resources of the City of Grande Prairie require that we use mutual aid from other communities occasionally. We have not experienced an incident to date that required the use of emergency services resources from outside the region although the water shut down required that we use municipal personnel from up to 250 km from the City and the police emergency required a response of the tactical RCMP team from Edmonton.

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

We are satisfied with the command structure – it is based upon the Emergency Site Management Model that is in use in Canada and Alberta. Each of the emergency response agencies works within a site command system that is based upon the Fire Command system taught through fire etc. Our command process is very effective and we utilize an on mobile command post that provides communication stations for four services (typically – police, fire and emergency medical services plus one other agency) on all incidents of significance. The command post is operated by the fire department and responds with the on duty fire commander or is provided as needed to those incidents that the fire department is not initially called to.

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

Yes – the provincial emergency interruption system has just been extended to Grande Prairie and area.

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

We interact on an ongoing basis with the province and to a lesser degree with the federal government. We encourage opportunities to ensure seamless service through all levels of government.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

We have provided specific information to the public and some general preparation messages. The most focused efforts were related to the planning for Y2K.

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes X☐ No ☐ Could you elaborate?

We have an emergency supply of blankets, stretchers and some emergency equipment. We rely on community partners to provide services such as food and lodging in a major event and have identified and work closely with these agencies as part of the social services portion of our Municipal Emergency Plan.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

The Federal and Provincial governments should provide the overriding legislation that would encourage the use of regional approaches to emergency response and to support the provision of teams to deal with specific issues. The issue of increased liability that is created by regional involvement or special teams needs to be addressed. Municipalities will be hesitant to be involved in these processes if the liability increases due to that involvement.

The Province and Federal Governments should provide funding to municipalities to support specialized teams. Funding should not only cover up front costs of purchasing equipment, establishing the processes and training staff but must also cover off the ongoing skills and equipment maintenance as well as the costs associated with responding. The establishment of CBRN teams around the province is an example of a program that has covered only a small portion of the issues to date and that left a number of issues unresolved. While the equipment is important it represents only a small portion of the cost of providing the service. The provision of equipment without ensuring an appropriate operating system that is supported by training and maintenance establishes a dangerous public expectation that we have a service when that may not be the case. The provision of cost recovery for responding agencies also needs to be addressed as providing these regional special services requires that we utilize a call-back of our staff on an overtime basis.

The Federal and Provincial governments should develop and provide software to perform risk assessment, manage emergency response processes including a site command process and the operation of an emergency operations center, provide public communication processes (media and call centers), inventory and manage community resources such as volunteers, reception centers, registration processes, equipment and other community needs. The software should be web based and must be developed with input from the municipalities and regions to ensure it meets the users needs and should be provided without charge to municipalities. The software should also provide an inventory of provincial and national resources that could be available and identify the clear path to initiate these resources.

The senior levels of government should provide the infrastructure backbone for emergency communications processes across the province and country for use by the emergency responders on an ongoing basis. The system to ensure communication within each region is critical to successful operations and presently is piecemeal in nature.

The Federal and Provincial governments should provide disaster relief on a consistent and predictable basis.

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

No – the funding for training is focused on smaller municipalities and excludes those over 20,000 populations in most cases. These are the municipalities that should be encouraged to become regional leaders in the programs. The City of Grande Prairie has been very active in encouraging regional approaches in spite of this but many municipalities may not be. Funding should be provided to encourage regional approaches. The grant funding available is unpredictable and requires municipal funding for a portion of the project. It also does not recognize the ongoing costs that the municipality incurs for training and maintenance of the equipment purchased under the grant.

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

Our history has shown that we will receive little or no help from either the province or the federal governments during the initial phases of major emergencies. This may be due to the fact that much of the help that they may provide is 5 – 6 hours or farther away by road. There is also a lack of understanding as to what specific resources or help is available, as neither level of government has actively identified this to the municipalities.

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

The expectation is that the senior levels of government would provide emergency funding as part of the process of dealing with a major emergency within the municipality. The formalization of what will be covered (and what will not) would help ensure that the municipalities are not expecting something that will not be available. This also apples to any help may be available to municipalities. The inventory and process to access this help should also be provided.

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

We have accessed the JEPP program for some improvements to our system and when we were successful in obtaining the grant it was very helpful. The program could be used to encourage a focus on regional solutions and should require little or no municipal funding as the initial and ongoing costs of maintaining the equipment and providing training falls to the municipalities. This funding should also be used to encourage risk assessments and focus the planning efforts on specific current issues such as the Pandemic Influenza or potential loss of municipal services. Additional funding should be provided to equip specialty teams and ensure readiness for those events that are beyond the scope of normal municipal services.

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

No – I am not fully aware of their mandate.

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

I don't know as we have had no information on their mandate or processes provided to the municipality.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes X No X Were you given procedure information regarding the use of these caches? Yes ☐ No X Were you consulted on the usefulness of these caches? Yes ☐ No X Could you find a cache in your community and report on the usefulness of its contents? No

I am aware of this program but was under the impression that it had been discontinued some time ago. I have no knowledge of a cache in our community other than some blankets and stretchers that we hold in our inventory.

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

Neither of these agencies are included in our plans although we have had a presentation to local emergency responders on the program and activities of CSIS. We don't anticipate any help other than that offered as poart of their normal operations.

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

We are linked only through the provincial program and have had limited direct program contact with DND. We would expect help only after local and provincial resources are utilized.

Victoriaville
Québec

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 What do you do? what work experience do you have that relates to emergency response co-ordination?

Emergency Services Coordinator
Ice storm in 1998.

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

470 pers/km2, 85 km2
rural-urban

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

A major industrial facility

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics? Ice storm in 1998.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

Response involving hazardous materials.

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

Inability to intervene because of a lack of equipment and training.

2.3 For your community, what is a major emergency?

Would any of these examples qualify?

- ***A train tanker-car that bursts and spills a hazardous chemical?***
- ***The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?***
- ***A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?***
- ***How large a fire and how severe an earthquake?***

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

Yes, in certain cases.

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

Containing the crisis? Hanging on until provincial or federal help arrives

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

Of course.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money for for regular operations, people and equipment? Do you have back-up equipment and personnel?

Yes, up to a certain point.

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

Depending on the emergency, when resources would not suffice.

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

We are currently developing the risk assessment plan (loi 112).

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

Yes.

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

Certainly.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

Development of emergency arrangements plans

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

We have agreements with various organizations to supply equipment.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

Inform municipalities of available programs, equipment and funding.

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

We do not request any funding.

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

Resource person; specialized equipment.

No idea.

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

If possible.

For now, there is no agreement, but if possible, having one in place would be advantageous.

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

It would be helpful.

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

We are not aware of this organization.

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

No.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

No.

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments? We are not aware of it. Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

No.

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

We don't know.

Penticton
British Columbia

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

[Mac Lockhart – Penticton]

Fire Chief for past two years. Deputy for four years prior to that. Some courses on Emergency Planning but no more.... (could be frightening!)

Our city is long and narrow. Two huge lakes at both ends, First Nations land on one side and minimal development on the other.

No

Not often... 1994 Wild land interface fire

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

Wildland fire and flooding
Poor
All of them would
Not yet
Containment
Most definitely

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

Yes, in most cases 2-3 days - one day for assistance to arrive local no – regional yes radio only not necessary

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

Minimal pub/ed No

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

Equipment
No, more training s/b available
Provincially, that day or next day service
Not really however it is expected not written
Helping I feel
In BC? I don't think so
I don't think so… never hear from them
No.no.no.
We are rewriting our plan shortly, I will ensure they are

Joliette
Québec

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip over any statement that does not apply.

1. Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

1.1 Fire chief. No experience in co-ordinating emergency measures

1.2 Urban municipality of 17 square kilometres

1.3 2 large industrial plants

1.4 On 2 occasions in only 20 years

2. What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

- ***A train tanker-car that bursts and spills a hazardous chemical?***
- ***The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?***
- ***A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?***
- ***How large a fire and how severe an earthquake?***

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency: Resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

2.1 Ice storm and industrial accident

2.2 Risk study every 5 years.

2.3 Contagious biological agent spreading in the air or in the water system and infecting 25 persons per day during 7 days. Or 100 persons per day during 7days.

2.4 The municipality does have plans as well as a pitifully small portion of the personnel needed for this type of response.

2.5 Take advantage of the understandings already negotiated with the Red Cross and try to make maximum use of health network resources.

2.6 There is no doubt that we would have to use all the government resources available.

3. Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational

plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

3.1 Limited resources in back-up personnel and equipment

3.2 Within the first 12 hours.

3.3 Yes. We are waiting for the production of a public security scheme covering the county's entire territory.

3.4 Possibility of using the local radio station.

3.5 Yes.

4. Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e. homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes No. Could you elaborate?

4.1 This element will be included in the regional emergency preapredness Plan.

4.2 We have rather made agreements to obtain the different elements we might need.

5. How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal governments most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

The following questions have to do with assistance from the federal government.

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident the OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1,600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes No Were you given procedure information regarding the use of these caches? Yes No. Could you find a cache in your community and report on the usefulness of the contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

5.1 More training programs as well as more funding for such programs.

5.2 No.

5.3 Assistance from most government services, including the Ministry ofPublic Security. In a catastrophe, it would be the provincial government.

For the rest of the questionnaire we can respond in the negative.

Woodstock
Ontario

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

Scott Tegler, Deputy Chief and Community Emergency Management Coordinator for the City of Woodstock. I have 17 years work experience with the Fire Department with the past two in and administrative role. In the fire we respond to a variety of emergencies, I have been incident commander at a variety of responses with the largest being fire related. My training has been derived through a number of agencies including the Ontario Fire College (Recruit firefighter training and officer/incident commander training), Emergency Management Ontario , Ryerson University and the University of Windsor for Public Administration and Business related academics.

The city of Woodstock is approximately 10 square kilometres. It is approximately 95% urban.

Our community has a number of large industrialised manufacturing operations relative to our population that may create a casualty response during certain time periods if our community was affected by a tornado. Being located along the 401 highway and the interchange of the 401 and 403 we are open to large volumes of highway traffic as well, rail line cross and go directly through our community. We do not have an airport in our community however air traffic into/out of London and Pearson travel daily directly over our community.

The last major community disaster that affected the infrastructure of our community was in 1979 when a tornado struck the south/south western portion of our city. However earlier this year (2003) a train derailed just a few kilometres east of our city.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

The main natural threat to our community would be a tornado or snow storm/blizzard. From a man made perspective the transportation of dangerous goods through our city would create an adverse effect on our infrastructure should an accident occur……additionally transportation alone could in my opinion be of great concern considering the volumes and types of transportation methods that are in or are around our community.

At the present time our organization is restructuring our emergency plan and the people that make up the control group. This will include training and exercises. To date, since I have been employed by this municipality (and I am sure it is very similar in others) the amount of time allotted for complete emergency management in the community has been low at best. I am finding it a challenge to find enough productive time to spend on the topic as fulfilling the requirement of my primary position of Deputy Chief involves more time than available most days. I believe this may be true in many municipalities our size (35/40,000 pop.) Everyone in my organization has a schedules that are complex and already multitask on my request before the change in legislation mandating emergency preparedness in Ontario.

I think the initiatives of the province are fantastic, and I believe there is a great benefit to all in improving emergency preparedness for each community. The larger the community or larger the apparent threat (HIRA) the better prepared the community. Those communities seem to have permanent people working on this daily not affected by other responsibilities within their organization.

The examples of an emergency you have proposed could be a very real threat to any community, however each municipality needs to asses the likelihood of it happening and prepare appropriately. I consider emergencies in our community as any distress brought onto the community that alters our infrastructure, people living or visiting here and could adversely affect our neighbouring communities. Each situation will very in severity and we need to be able to effectively cope with each.

With every emergency crisis I feel that as long as we can make effective use of our resources to any level we have been successful within our means and this could be different among emergencies as equipment and manpower (specialized?) may be required. Within your example I would hope we could contain most crisis and in the future I hope that given the appropriate levels of staffing and equipment resources and training we can build on that.

Your last example involving chemical, biological, radiological and nuclear disasters would have to be supported by upper tier levels of government. Our municipality does not have the required training equipment or personal to deal effectively with this type of disaster. We would as with any emergency deal with it a effectively as we could and that includes contacting the appropriate people to assist in resolving such a crisis.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

Since I am dealing with a fire service daily I am trying to improve the effectiveness of our department in approaching emergencies and potential disasters. However because of the structure and other developments in the past within our corporation) I can see where major improvements need to be addressed to effectively deal with the smallest to the largest scenario. Like most emergency services we lack people, money, equipment and facilities to effectively grow in this program. We will do what we can with what we have. It would be great to have an individual to effectively deal with projects (especially large ones) effecting emergency response. One in particular that our community needs to address is our communications. It is a very old outdated system that we are continually manipulating to operate the services in our municipality and county. Also proper facilities to manage an operation needs to be addressed, however this is part of growing and developing the services we offer and when we look at developing new municipal buildings (i.e. Fire Stations) appropriate planning is required to insure our needs for now and into the future are met. It will be a benefit however if the province would make dollars available to municipalities that need improvements to buildings or to offset costs during new construction.

At this time our local resources would probably be diminished quickly. Speaking on behalf of our local emergency services our manpower is growing but low, and daily staffing levels should be higher for a municipality our size. Again we are growing and fixing one issue creates another. Equipment would be used up on the initial response and if we are dealing with a multiple location disaster/emergency additional equipment would be required for incoming off duty staff. That need has always been there, however the costs of the equipment has been a deterrent in proceeding with securing these resources. Also many in the past have felt that "it will not happen to us, so why prepare or spend the money".

Our communication issues have been there for a while. The bureaucracy of our government in Oxford County is an issue (my opinion) however being relatively fresh (two years administration with my community)I can look at the issues and ask why have they not been done also…you never really get a straight answer, however I and others know it needs addressing and it is our responsibility to ask our councils to help us correct it. When it comes to dollars there is an ongoing problem of where is it going to come from, especially with such a large ticket item as communications. Our dispatch in our municipality is centralized however the ambulance system is still done through London and it would be beneficial to have it done locally as well (Communication between services). I cannot answer why it is that way presently however most feel it would be better served locally….this would create the need for more dollars as the present location is to small to integrate more personal required.

At this time, we are creating plans to notifying the public concerning emergencies/disasters that may affect them.

Yes, I believe tighter links with provincial and/or federal agencies would always be a benefit.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

We are printing and distributing to every residence and business in Woodstock a community emergency preparedness handbook.

Yes, we have a reasonable amount of product available for disasters that may require vapour suppression (ie firefighting foams) and other agencies such as the red cross have supplies available for any persons or families that may become displaced. This is a question we have also stress to organizations such a nursing homes.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No X Were you given procedure information regarding the use of these caches? Yes ☐ No X Were you consulted on the usefulness of these caches? Yes ☐ No X Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

Education and training is in my opinion the most important, but equipment needs to go hand in hand. Individuals working in emergency preparedness need to develop their learnt skills and this usually involves building and developing their systems (which typically involves equipment)

Public education is going to be the first defence in individuals preparing themselves. This needs to be a continual effort....the more it is said the greater the retention, the better prepared we all are.

The training EMO has provided for me has been great. I need to work with it know and my issue is having help getting it done.

Hopefully as minimal as possible. Also for all concerned lets hope the help will come in a reasonable time and the money issue can be sorted out after we have returned to a non emergency situation. Of course our municipality will have to cope with the cost requirements at the time, but depending on the scope of the disaster Provincial assistance may be required.

Fed.

Depending on the scope of the emergency/disaster, federal assistance may be required. The expectation that federal assistance would be available is based on an unwritten understanding, which I believe can stay that way.

JEPP is helpful, but it would be nice to see efforts similar to that in the USA, with FEMA. My understanding of FEMA grants is that they will provide the money required for equipment/projects prior to starting the project, where as JEPP funding is after the project is completed.

I am not completed versed with the entire government(s) organization and the benefits of each department, therefore for the four remaining questions I do not feel knowledgeable enough to comment to a degree that would be beneficial or fair.

Moose Jaw
Saskatchewan

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

1.1 I am Dale Hall from the Moose Jaw Fire Department. I am responsible for Fire Prevention and I am the Coordinator for Emergency measures. I have been in this position for approximately 11 years and have been in the Fire Prevention branch since 1989. I have attended the following courses related to Emergency Preparedness:

1. Basic Emergency Preparedness.
2. Exercise Design
3. Emergency Public Info.
4. Emergency Operations Centre Management.
5. Emergency Site Management.

I am also the chairperson for the Moose Jaw & District Emergency Measures Mutual Aid district. I have recently rewritten the Moose Jaw Emergency Plan and developed many of the volunteer organizations used during emergencies including the Emergency Social Services Group.

I have also coordinated Emergency Responses to Disasters on several occasions throughout my career as the EMO Coordinator.

1.2
The city limits covers an area of 46.81 square kilometres and the population is approximately 34,000. The community is an Urban Centre that supports approximately 75,000 people for goods and services. The community also supports a large tourism industry during the summer months.

1.3
The city is the home of a major transportation hub. Both the #1 and #2 highways intersect and are both major highways for the transportation of goods across the province and country. The CPR also has a depot here that is the largest in the province. It is the major refuelling and repair depot between Calgary and Winnipeg. Other major industries within the city include Moose Jaw Asphalt, Raider Industries, GATX (repair of railcars), XL Beef, World Wide Pork and General Cable.

1.4
The city has experienced a number of Natural and Manmade disasters in previous years where EMO has been utilized.
As the city is located with three valleys that have the Moose Jaw river, Thunder Creek and Spring Creek. These all intersect somewhere within the city limits. The city is susceptible to flooding during the spring run off. This affects some of the residence that live in these River Valleys. Some of the years that have affected these residences are 1974, 1978, 1996, 1997, and 1999. There has been also a few manmade disasters; one occurring in 1980 when an oil tank full of crude oil failed and caught the contents on fire. Several businesses in the area were damaged or destroyed and the smoke created by the burning product threatened the whole east end of the city. Outside help was required to extinguish this major fire. A leak also occurred at the CPR storage tank in 1999 that threatened a large portion of the east end as well as a senior citizens home across the street from it.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

2.1
Some of the threats to our city would be hazardous material released, Fire involving dangerous goods. Major derailments and spills. Also natural disasters that can or have threatened the city are plow wings, tornados, hailstorms, major blizzards, and flooding.

2.2
The EMO is prepared as much as possible at this time. The partners in the community have either completed Disaster Management plans or in the process of doing so. The EMO has talked to a lot of organizations about disaster planning but there are many that have to prepare for disasters. I would say that we are 50% prepared for a disaster but we have a lot of work ahead of us to prepare the business sector. The public, I would say are less than 10% prepared and need more education on disaster planning.
As for training for employees and volunteers, we need a large number trained. Course offered from Emergency Preparedness are insufficient The courses in Ottawa have been drastically reduced and there is a need for more spaces in different areas of the college. I have taken both provincial and the federal courses and feel that the Federal College courses are by far much more superior.

2.3
-Yes we could handle 25 people a day for 7 days, but 100 people a day for 7 days would require outside assistance if they required

hospitalization.

-Yes we could handle the evacuation of 100 or 1000 people in the event of a flood. However, we would require outside assistance if we needed to evacuate 10000 people.
-A major building fire could be handled by our fire department. We have 6 (six) pumpers, an aerial and other service trucks. If it were a major conflagration involving multiple structures, we would require outside help. We are not really prepared for earthquakes. The fire department would be assigned search & rescue and we have a volunteer search & rescue team that has approximately 24 members. If a major earthquake happened here, outside help would be required.

2.4
The emergency plan has just recently been redone and updated to reflect our responses to different situations. Before Y2K, preparations were done to prepare for loss of natural gas, electricity and computer malfunctions that would have an effect on our community, especially during winter months. We have a lot of equipment throughout the city and private contractors have also been contacted concerning the use of equipment during emergencies Depending on the circumstance - manpower has been addressed. A manpower plan is in the works to address and screen individuals who wish to volunteer their services and other personnel would be asked for through Sask Emergency Planning.

2.5
Depending on the situation and the size of the emergency. For the type of flooding we have sustained during the 1990's it would be great to be able to resolve the crisis. For anything larger containing or hanging on would be great until outside help was able to arrive. For instance, a devastating tornado that hit a populated area with massive destruction would overwhelm our emergency services very quickly and this would require outside help.

2.6
Yes we would expect the Province/ or Federal Government to handle these types of situations, as we do not have the resources, equipment or manpower.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational

plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

3.1
Our budget consists mainly for operations on a daily basis. During an emergency the required dollars are given to operate through the use of city purchase orders. People are freed from their regular duties to help and equipment that is needed is expropriated for use during the emergency.

We would get back-up equipment if required from our pre-arranged suppliers if necessary. Personnel would be addressed from outside sources if required. Worst-case scenario would be to put out a call for volunteers if lack of manpower to do the tasks that needed to be done.

3.2
As this is a smaller community the resources could be depleted very quickly and outside help would be needed.

Regional assistance depending on the circumstances could take from a few hours (8-10 hours) to possibly days. If other communities are also in crisis then it may be that we would have to use what was available to us and be self sustaining.

3.3
Better communications would be top priority here. I feel that communications need to improve.

3.4
We have an agreement with the local radio stations to interrupt when required.

The television stations are located in Regina but we have contacts and would contact them in an emergency.

As far as national television, I do not believe that we as a community would need to contact them, as the Televisions stations in Regina are affiliated with them.

3.5
Yes – there could be a lot of improvement in this area.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

4.1
We are really lacking in this area due to inadequate funding – but this is a very important area. We do have pamphlets available to public but they are usually only handed out at presentations.

4.2
Yes. We have agreements with the local department stores to use supplies when needed. These are updated on a regular basis. The emergency social services committee has identified many of the supplies and suppliers required in an emergency.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

5.1.
Equipment should be the provincial and federal government's most immediate priority.

5.2
No our community is not satisfied with the funding because we receive no financing that I am aware of at the present time. We would require adequate recourses and manpower.

5.3
I am unsure of how long it would take. I would hope for a major emergency, they would act as quickly as possible to deploy the required assistance. I would think the province and the federal government should be responsible to pay for a major disaster in all communities.

5.4
Yes our community will have to rely on federal support if a major emergency occurs. Yes this expectation is based on an unwritten understanding and it should be formalized.

5.5
We have to my knowledge accessed funds on a couple of occasions.

The process, however, requires a lot of work to access this funding. The simplification of this process would dramatically help. Also, special programming funds such as the Federal CBRN to help develop hazardous waste removal or containment needed to be better distributed in this province. The funding only went to Saskatoon and Regina – we were not consulted or contacted about this funding and received nothing.

5.6
I have had very little contact with OCIPEP so I am unable to comment on this. The province is who appears to talk to the Federal Government more than the municipalities.

5.7
Yes. They have the connections to provide military and other support services that our community and province cannot provide.

5.8
No I do not know of this program, nor have I seen a cache. No I was not given procedure information regarding the use of these caches. No I was not consulted on the usefulness of these caches. What is a cache? – We have the training hospital here for the province and feeding station if these are caches. Much of these items are very old and need updating.

5.9
No the local Canadian Security Intelligence Service agent is not included. No the Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials are not included. I really do not know how much help is anticipated from these departments.

5.10
No. Our requests would be done through the province. Depending on the situation, we may require manpower to complete tasks to other resources that they may have.

Moose Jaw
Saskatchewan
(Revised)

Questionnaire on Community Preparedness for an Emergency or Disaster

3.4 (a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).
(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-related updates or instructions?

5.3 (a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it?
(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it?

Answers from the Moose Jaw Fire Department / E.M.O. regarding your Questionnaire on Community Preparedness for an Emergency or Disaster:

3.4 (a) We usually interrupt 'on command' by contacting the radio stations here in Moose Jaw. We have compiled a list of contacts from the radio stations that we may use in the event of an emergency. We have an agreement with them and they will get the necessary information out to the public as soon as possible. We do not have to go through the Provincial Government to access our radio stations and we do have full cooperation from our local stations.

Accessing local television media would be a different situation as the closest television station is located in Regina. We would contact them and ask them to broadcast the emergency-related updates or instructions to the public. If they refused then we would have to go through Provincial Emergency Planning to get the required information broadcast to the public.

If we could not get the message out to the public immediately we have a plan in place to have police and volunteers driving down the streets (if possible) with a loud speaker system announcing the required message to the public. The area most affected would be informed first and then the areas around the affected area would be next.

5.3 (a) In the past, depending on how big the emergency was, we have accessed Provincial resources to some extent. In 1972 there was a major flood here and the Province provided a large number of sand bags. We also requested help from the Department of National Defence through the province. Additionally, we used Provincial Resources when there was a fire at the local refinery and the tank split open and dumped a large quantity of bunker crude oil. This emergency threatened the east end of the City as well as an old folks home. At this time the Province again provided liaison with the Department of National Defence who provided other support during the emergency. In more recent times, during some flooding in the 1990's we again accessed these resources for support in the recovery operation. The Provincial organization was prepared to come help us when we requested it. When the flood had abated they had someone here immediately to help get the City through the recovery stage advising us of what needed to be done.

In the event of a future major emergency we would first dispatch our own resources if it was determined that we did not have access to what was required to handle the emergency we would again be looking to the Province for assistance. The level of help we would require would be determined by the size and scope of the emergency and would have to be decided at that time. I believe that a reasonable time for the Province to respond would be within 6 to 12 hours. Our municipality should be able to anticipate that these resources are likely to be required allowing for a 6 to 12 hour response time. There may however, be times when the emergency might require a shorter response times and the province will have to plan and respond accordingly.

Most communities do not have the funding to deal with major emergency situations therefore, I believe that it should be a Provincial/Federal responsibility to pay for major emergencies. There are some avenues to access Provincial/Federal funding like the Disaster Assistance Program but I believe that there is not enough funding to get a smaller community back on "their feet". I do believe that their needs to be some enhancements to this program or other funding programs put in place to correct the problems that may exist.

Clarington
Ontario

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

Clarington is a community of approximately 232 square miles, a mix of urban and rural, with a population of roughly 76,000.

I am the Director of Emergency Services / Fire Chief and I am also the Community Emergence Management Co-ordinator.

Our largest industry is the Darlington Nuclear Generation Station.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

- ***A train tanker-car that bursts and spills a hazardous chemical?***

- ***The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?***

- ***A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?***

- ***How large a fire and how severe an earthquake?***

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

Our main risk would be the Darlington Generation station, we also have 2 rail lines crossing the municipality as well as the 401 highway, therefore transportation accidents would be of concern. We also have some 7,000 to 8,0000 acres of forestry lands in the municipality.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

We believe we are able to handle most emergencies, and have a mutual aid agreement with the other municipalities in Durham Region. Our fire department is a composite department with 25 stations. We man 2 stations with volunteer back up and the remaining 3 are volunteer. We have 45 full time staff and 125 volunteers. Given the nature of volunteers we are not able to guarantee the level of response we will receive and therefore the mutual aid agreement is in place.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

With the passing of Bill 148 in Ontario, the Emergency Management Act, all communities must review and plan for emergencies. Clarington has emergency plans in place and are, with the assistance of our Community Emergency Planning Committee, reviewing our abilities and needs.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

> We are not sure what assistance we would receive should it be requested. Assistance would be received is an accident occurred at Darlington Nuclear, but other then that we are not sure what to expect from either the Province or the Federal government.

Clarington
Ontario
(Revised)

I will respond to the questions as follows

3.4
We do not have unilateral control, but we do have, through the Region of Durham emergency management office, agreements with designated local media to broadcast emergency information in a timely manner.

5.3
As a host community for a Nuclear facility I would expect we would receive timely assistance from the Province. Having said that we have not, at presence, had the necessity to call upon the Province for assistance and therefore cannot comment on timing.

Halton Hills
Ontario

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

I am the Director, Halton Hills Fire Protection & Prevention Services. I have over 25 years emergency services experience and have attended most of the courses offered at the Emergency Preparedness College in Amprior as well as numerous other courses and seminars.

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

Halton Hills is approximately 284 square kilometres of mixed urban and rural areas. The population is approximately 50,000 predominately located in the former Town of Georgetown.

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

We are located in the flight path of Pearson International Airport and are approximately 20 kilometres from the facility – straight-line distance. We have major rail lines passing through the community and a major rail freight yard just outside our community.

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

Definition? Severity?

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?
HIRA currently being prepared for Emergency Measures Ontario.

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

Adequate. Review and upgrade currently underway.

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

It would be dependant on the location and circumstances. We could handle some and would implement mutual aid if necessary. A single car would not likely be a major emergency.

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

Would be handled through Region of Halton Emergency Plan – not a local issue.

A flood that causes the evacuation of 100 people? No. How about 1, 000? How about 10, 000?

Region Emergency Plan issue – not a local issue.

How large a fire and how severe an earthquake?

Most fire could be handled locally or with mutual aid plan in place. No experience with earthquakes.

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

Probably would be a Region Emergency Plan issue.

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

Resources are adequate for day-to-day issues. Obviously there is a point where local resources could not meet the demands.

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

Region Emergency Plan would be implemented very early in a potential major emergency. Contact the Region of Halton for further comment.

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

Contact the Region of Halton for comment.

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

Contact the Region of Halton for comment.

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

Contact the Region of Halton for comment.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

Comprehensive manual provided in joint project of local municipalities and Halton Region.

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

Contact the Region of Halton for comment.

5) How much provincial and federal assistance do you expect in an emergency? Contact the Region of Halton for comment.

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

Halton Hills
Ontario
(Revised)

Questionnaire on Community Preparedness for an Emergency or Disaster

3.4 (a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-releted updates or instructions? Yes though we do not have any radio or televisions stations that would reliably achieve this because there are so many in the GTA / Golden Horseshoe.

5.3 (a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it? I am not aware that we have ever had occasion to ask for assistance.

(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it?

Campbell River
British Columbia

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

Deputy Emergency Coordinator from 1997 to July 2003
Population ~30,000 Municipal area - 62 square kilometres, mixed use
Pulp & paper mill within the municipal boundary employs 1200 persons, cruise ships pass by the community with up to 5000 persons onboard, air traffic at local airport have no greater than 40 passenger per flight, highways pass through community to both West and North with bus traffic.
About every twenty years we experience a major emergency. In the last twenty years we had a cruise ship sink on our shore requiring the evacuation of 700 passengers. In the late Sixties our community experience a water supply interruption for approximately a week. During the last forty years we have had snow events that have closed roads and business for more than three days. We live in one of the highest earthquake risk zones in the country. The last major earthquake was in 1947- 7.3.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

2.1 Earthquake, industrial chemical release, flooding are the main threats to our community. There are 17 threats identified in our emergency plan.
2.2 We are well trained and reasonably prepared.
2.3 All of the example emergency are major emergencies for our community. Fire involving more than one large residential building or an earthquake of magnitude 7.0 of greater in a major emergency for our community.
2.4 Any major emergency will tax our abilities to respond. Our fire, police and medical systems are designed primarily for our average community needs. Therefore during major emergencies we will cope until outside help can arrive to shore up our crews. We have plans in place to manage major emergencies, but these plans are based on delaying less critical responses and calling for outside help to assist in the response.
2.5 We hope to resolve the crisis but particularly with a large earthquake we expect to need outside help.
2.6Yes

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

3.1 No
3.2 We would require assistance such as bedding, cots, drinking water etc. early in a major emergency. Regional assistance could arrive within 4 –6 hours of requesting it, if available.
3.3 We have a well-exercised local command structure. The only area of concern with command communications is cellular phone coverage.
We have phone numbers to contact media companies during emergencies.
Sure.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

4.1 We have attempted to organize neighbourhood preparedness classes and public education sessions, but these programs have usually been cancelled due to a lack of interest.
4.2 We have not warehoused supplies for emergencies and disasters with the exception of several thousand sand bags kept on hand at our public works yard.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

Equipment such as satellite phone systems, electronic status boards for the EOC are still needed. Rescue equipment will be in short supply during major emergencies such as, air shores, confined space equipment.

Yes

A major emergency will quickly overcome local resources. Provincial assistance will be required in the first hours of such an emergency.

Federal support is expected for disaster assistance for major emergencies. Formal agreements at the local level seem unnecessary.

The J.E.P.P. process is helpful to our community for emergency preparedness.

I have no knowledge of the activities of the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP).

No, if I am unaware of their activities and their systems it seems unlikely they will provide a coordinated response in my jurisdiction.

These caches were created in the early 1960s and the supplies they contain even if they are being maintained are not consistent to the supplies required by emergency response personal in the 21st century. Causality Collecting Units contain canvas stretchers that are not safe to use or compatible with current transport vehicles or current first aid training standards. They do not contain any of the current first aid supplies that will be quickly depleted during a mass casualty event. The Mobile Hospital Units are a joke. Current physicians tell me that the only possible useful things in these units are the beds. I believe our community has two Casualty Collecting Units: one at our airport store within a trailer and the other stored at the local Search and Rescue building. There is no program to ensure that they are kept current, though I have be told that if you contact Health Canada that with replace the antiquated supplies within these units with more of the same if required. The nearest Mobile Hospital is located 40 kilometres south in the Cumberland medical clinic basement.

None of these Federal agencies are involved in our plan. Human Resources and Development Canada is an active participate in our community response to displaced victims. The employees of this local agency have trained with our volunteers to assist in operating a Volunteer bureau to staff emergency needs. This involvement is appreciated by the communities local Emergency Social Services Team.

DND is not directly referenced in our plan. Assistance from the military is something that we would expect the Province to consider if they could not provide the assistance we have requested.

Campbell River
British Columbia
(Revised)

Questionnaire on Community Preparedness for an Emergency or Disaster

3.4 (a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-releted updates or instructions?

5.3 (a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it?

(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it?

3.4 a) No

b) We expect cooperation of broadcasters. If official authority was provided how would it define geographic regions? Would it cover broadcasters is adjacent major cities, i.e. Victoria and Vancouver for Campbell River? It may be useful for community notification. An automated phone broadcast system might also be effective.

5.3 a) N/A

b) Four to six hours, the Province and/or Federal governments should help local governments with the costs of major emergencies.

Midland
Ontario

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

The Emergency Management Co-ordinator in the Town is the Fire Chief. I have fulfilled that role for approx. 18 months and prior to that in my role as Fire Chief in another municipality for approx. 2 ½ years. Training includes Plans and Operations Peace @ Canadian Emergency Preparedness College, in 1990 and Community Emergency Management Co-ordinators Course by Emergency Management Ontario in 2003.

The Town is primarily an urban community with small rural portions on the outer limits. It is approx. 28 km^2 in area with a population of approx. 17,000. There is a mix of residential, commercial and industrial properties and the Town encompasses a major portion of the employment in the area.

The Town is centrally located in the Southern Georgian Bay area in Ontario and has a population of approx. 45,000 within a 15 mile radius. The area is a popular seasonal tourism destination both winter and summer when the population can grow to an excess of 100,000. With direct access to Georgian Bay and with a number of attractions in the area cruise lines often stop in the Harbour for sightseers. The deep water harbour also serves as a delivery area for ship lines. The Town is also serviced by 2 lane arterial roadways which support domestic, tourist and industrial/commercial delivery traffic. The area is also serviced by an airport with approx. 4,000 feet of runway, approach lights, aviation fuel storage and dispensing. The airport can accommodate aircraft such as a Cessna, small Lear jet, or a Dash 8.

The community experiences emergencies/disasters infrequently, only having declared an emergency one time in recent memory. The community is also situated in an environmentally sensitive area.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

The community is currently reviewing local risks and hazards. However, preliminary indications show main risks and hazards are weather related incidents, transportation incidents, and human caused incidents. For example, thunderstorms / hurricanes / tornados / snow / ice / hail storms, hazardous materials (fixed & mobile), and terrorism / sabotage / riots.

An assessment of local preparedness and training is a future project. At

this time I would estimate that the current status is sufficient to handle a minor emergency, however, a major emergency would challenge the resources and experience available. The emergency response plan is currently under review and will face minor revisions.
An incident requiring the evacuation of 100 + people, a large hazardous materials spill, infecting the water supply, a release or potential release into an environmentally sensitive area would be a major emergency. The community would rely on other levels of government, other municipalities, agencies and or private companies to assist in addressing some of the incidents, e.g. hazmat, CBRNE.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

The community has very basic resources, common to the Fire Service. Much more financial and material resources are required to handle most significant events. A widespread weather related emergency would be difficult to manage with internal resources only.
Major challenges with communications would be that many agencies could not/would not talk to each other, especially emergency services. Resources outside our immediate area would be a minimum of 1 hour away, depending on the required resources it could be several hours or days away.
The community is fortunate to have an excellent working relationship with the local radio station. Other media such as television, and print would also be of assistance.
More formalized communications networks would provide more direct and regular communications with other levels of government and government agencies. This would be a positive achievement.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

Distribution of some public awareness materials.
Supplies are not warehoused at this point in time, financial and space constraints play a significant role in that decision.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

Priorities for community emergency preparedness and response should be; education and awareness for self sustainability, then equipment and personnel resources all supported by financial assistance.
Additional funding should be provided for response planning and training.
Joint planning and response activities should be promoted and additional financial incentives applied to those communities who do undertake joint efforts.
The community could require significant assistance from all levels of government depending on the emergency. Resources may be short time (1 hour) to long time (days) away. With municipalities having limited financial resources other levels of government would be expected to provide financial support in an emergency.
In some instances yes depending on the emergency, e.g. harbour incident. No formal agreements in place currently.
Process is fine but scope must be expanded.
No. No contact.
Unknown.
No. No. No. Possibly if I know where to look.
No. No. As emergency dictates.
No. As emergency dictates.

July 3, 2003

The Honourable Colin Kenny, Senator
Chair of the Standing Senate Committee
On National Security and Defence Senate of Canada
Ottawa, ON
K1A 0A4

Dear Senator:

Please find attached the completed 'questionnaire' forwarded by Grant Dawson. I found the 'questionnaire' extremely cumbersome, extensive and difficult to complete. In reviewing this document in preparation to complete it I was quite taken back by the complexity and detail requested. It was obvious to me that our perspectives of a 'questionnaire' vary greatly. In my mind a questionnaire is short and simple, with check boxes or the like intended to capture specific information for analysis, not a full scale detailed report which was requested here. I have submitted the information but find it difficult to ascertain how one would analyze and extract common data for evaluation. I would be pleased to take part in another survey in the future if it is presented in a better fashion.

Yours truly,

THE CORPORATION OF THE TOWN OF MIDLAND

Kevin R. Foster
Fire Chief
KF:ba

Stratford
Ontario

Questionnaire on Community Preparedness for an Emergency or Disaster

The answers provided are the opinions of myself and no one else. James Clements

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

Chief of Stratford Fire Department
30 years on department
Emergency Management Co-ordinator

Population 30,000
7.44 sq. miles
Urban

Large manufacturing facilities for auto industry.
Home of Stratford Shakespearean Festival.

Small emergencies every couple of years.
Wind and water damage.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

Tornado
Snow
Hazardous Materials

Well trained and well tested.

All could qualify.

Prepared to respond.
There would certainly be a lack of decontamination equipment etc.

A major emergency would probably require our community to contain the event and call in Provincial help to assist.
Our community would be able to respond to a very small incident. However if anything major were to happen we would certainly need outside assistance. We are trained to the awareness level and need

assistance with the actual hands on operations.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

Understaffed according to the guidelines put out by the Office of the Fire Marshal. Excellent firefighting equipment. Little in the way of haz-mat response equipment. Back up would be supplied through the use of Mutual Aid.

Very rapidly.
Response from Toronto or Windsor would take some time.

Somewhat satisfied with command and communications structure. Certainly could be improved.

I do not believe that we can interrupt national television and radio broadcasts but this could be accomplished locally.

The emergency response to terrorists should be a provincial or federal matter. They should supply the training and costs of such responses. We do not have the human resources to deal with all of the planning and exercises. Funding should be provided to hire emergency management co-ordinators for all areas.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

All of our citizens receive information on how to respond to major emergencies. This is accomplished through open forums and a newspaper flyer.

To some extent. I am not sure that anyone is prepared for a major event, however we have the basics in place to begin the response.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

Teams should be in place throughout the province.
These teams should be well funded and equipped.
This is certainly not the case and shows a lack of preparedness on the part of both the Provincial and Federal Governments. They seem to be taking the view that it just won't happen here. Downloading these responsibilities on local communities in not in my view showing any responsibility.

Our community is not in any way pleased with funding received for emergency preparedness. What funding? Jepp Grants that only cover certain areas.

We would expect some help.
We would not expect them until it is too late.
We would expect to be charged in some way but that is not my understanding.

Arrangements should be formalised for funding communities experiencing major emergencies.

JEPP funding is certainly helpful. The best way to approach emergency preparedness is for the provincial employees to go into each community and stay until an acceptable level of emergency response is achieved instead of going in and saying you need this or that and leave you to achieve the level. These individuals are supposed to be well-versed in emergency matters so make them responsible for the actual implementation.

Not at all satisfied – where is the funding?

I am not at all comfortable. Total lack of funding for responding teams. This is something we should not be doing on a shoe string budget.

No, No, No, No and No

No, No, and No

No and all that we can get.

Stratford
Ontario
(Revised)

Questionnaire on Community Preparedness for an Emergency or Disaster

3.4 (a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-related updates or instructions?

3.4 (a) The City of Stratford has always had an amicable relationship with the local radio station CJCS in which they have provided valuable PSA during emergency situations. Unilateral ability to interrupt broadcasts on command has not been necessary; we have always taken a co-operative approach.

3.4 (b) As stated above, we rely on the co-operation of the broadcaster. We do not have the resources or expertise to take command of the radio stations broadcast. Our co-operative approach works well.

5.3 (a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it?
(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it?

5.3 (a) I am not aware of a time when the City of Stratford called upon the assistance of the provincial government during an emergency.

5.3 (b) Provincial or federal government assistance would depend greatly on the type and severity of an incident. Help should be available as soon as possible, depending again on circumstances. It would be nice to have higher levels of government cover additional expenses incurred by the emergency situation.

Orillia
Ontario

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

My name is Trent Elyea and I am the Fire Chief for the City of Orillia, Ontario. I have been in the fire service for 20 years and have dealt with many major/minor emergencies. I have been in charge of large fires, like lumber yards, 300 cars burning, train accidents and fires and have been in charge of large motor vehicle accidents where up to one hundred vehicles have been involved. I have extensive training and education in Incident Command, Unified Command and now hold the portfolio for Orilla as the Community Emergency Management Coordinator (C.E.M.C.).

I am a graduate of Seneca College, Ryerson University, the Ontario Fire College technical, advanced, and high-rise courses. I have taken some of the Emergency Measures Ontario training as well.

Orillia is a small city that sits on the shores of both Lake Simcoe and Lake Couchaching. The two lakes meet in our city. We have the Trent waterway that runs through our area and highway 11 splits our city as well. We have a large transient population from road travel because of Casino Rama that constitutes about 100-200 buses a day through the city and a large tourist population that swells by the thousands in the summer. Our city is the location for the Ontario Provincial Police Headquarters and we have Georgian College as well. The posted population for the city is 30,000 people. We are a growing city and have added a diverse new area to the west split by the highway 11. The majority of our city is urban with a small island that we serve. Clearly for us the water and highway pose the largest threat from a mass casualty perspective but the industrial and commercial applications also pose a large potential for many casualties also. Having the Ontario Provincial Police Headquarters in our city also poses a potential from a terrorist approach. This facility has a large communications capability, all the senior staff including the Commissioner and most of their specialized areas from transportation to forensics.

I would say that we have one significant event a year. These could be from large fires with large evacuations to blizzards that shut down the highway or cause major accidents. In the past we had had fires in apartment buildings causing the evacuation of 200 people and accidents with 100 vehicles involved. We have had structure fires that required 21 apparatus and over 100 firefighters, which drained the entire North Simcoe area. Realizing these types of events do not happen regularly we still have experienced them in the past.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

The main natural threats to our community are both weather related. The potential for a tornado and blizzard are both real and apprehensive dangers that we face. The man made threats are related to the highway 11 corridor that divides the city. The traffic volume has increased and traffic is extensive in the summer because of the cottage traffic. The boating entity also poses a large problem. We have approximately 10,000 pleasure craft go through our area per summer. Our city also has a large port that provides accommodation to about 300 boats at any time and is always full throughout the boating season.

I would say that any of the above would be a major emergency to our city. We have one fire station that has five fulltime firefighters available 65% of the time and four available 35% of the time because of holidays and lieu days. They are backed by a volunteer entity of 28 volunteer firefighters.

Any incident that is larger than a single family residence usually requires assistance from our surrounding fire departments. Any incident that was prolonged for any time would also require assistance from the surrounding departments. The issue with that is that they are all volunteer departments. Our city has an emergency plan and we are presently redoing the entire plan. The new legislation has forced us to redo the plan and follow the essentials part of it. The present plan has all the components that can carry us through until the new one is complete. In our position to resolve or contain a crisis is always the objective. If the incident was of a factor that exceeded our capability and that of our allies then clearly we would expect help from the Provincial and if necessary the Federal government.

Any incident that is larger than our capabilities is going to require assistance regardless of what the incident is.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational

plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

Unfortunately we have no extra resources such as equipment or people. We are presently under scrutiny from The Ontario Fire Marshals Office for not having proper staffing. They have been working with us to try to procure more from the city.
In the event of a natural or manmade disaster we would require immeadiate assistance from our surrounding areas. We only have the resources to handle day to day issues within the city. If the event didn't effect the surrounding areas we should have assistance fairly quickly.

Part of the biggest problem within any emergency seems to be communications. In the event of a disaster the biggest downfall we can encounter is that fire cannot talk to police or the ambulance. They have systems far beyond our own. Both of our other emergency agencies are at bands of 900 and 800 megahertz. The Police are provincial and the ambulance is dispatched by provincial c.a.c.c. centers. Their funding bases are massive compared to fire departments. Fire departments are funded by the respective municipalities and dollars are tight. This has been , and continues to be the biggest area of concern to date. If the emergency agencies cannot talk to each other then unless they are face to face or through third party comm. Centers they cannot talk. Our fire department is a 911 c.e.r.b. and dispatches five fire departments. All control of these departments is through our dispatch center including the 911 call.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

We run various adds in the local papers and we also do public safety bulletins through the local radio. We have done countless safety programs with local organizations and national organizations.

We have a good idea where all the resources are within our community. Realizing that we enter almost all businesses yearly and inspect all new ones it gives us an opportunity to store the information in our data base.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

Obviously we have not added most of the above. Our past experience from other emergencies throughout the Province has shown that most major emergencies are at a local level and the dependency on surrounding departments is paramount. Placements like Mutual Aid agreements with fire services and such are what gets us through the day to day and most issues. Clearly on a major emergency we have depend greatly on the Province. The problem seems to be getting them here in time. I must admit that since the new legislation has been passed for emergency planning that the Provinces involvement is much better at a local level. There is no good funding model available for small municipalities or small cities.

Camp Borden is close and we would depend on them for assistance if possible.

Orillia
Ontario
(Revised)

Questionnaire on Community Preparedness for an Emergency or Disaster

3.4 (a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-related updates or instructions?

Presently there is no jurisdiction to interrupt our local radio/television etc stations. We do have a good working relationship with them and would hope they would allow us access for emergencies. We have just completed assisting them getting backup power because the when the blackout happened they had to go off the air. This cooperation has worked with the present staff but there is no reason to believe it could not change. I think having the ability to speak to the public through the media is important and that in the case of an emergency it could be useful if we had the ability to do so through legislation. Hopefully a mutual agreement could be used rather than being forceful.

5.3 (a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it?

(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it?

In our case we have the Ontario Provincial Police Headquarters within the city. This has become a tremendous resource to the city. In emergencies most agencies from the Province are at that location because of the size of the building and the ability to communicate throughout the Province. This is all right as long as that building is not the one affected. Realizing that it is a potential target creates a problem in itself.

It would expected that if the emergency surpasses the ability of the community effected and any mutual aid used then the Province would be expected to attend in some way.

Depending on the emergency and its size or complexity would dictate the type of response required. If several communities were affected and the ability for mutual aid was not there the timelines for assistance would be expedited obviously. At that point the assistance would be as soon as possible. If the event was localized then a support role might be all that's required.

There are many mechanisms for recovering costs and many pieces of legislation to do so. The problem is collecting in a time frame where it does not put undue hardship on the municipality. It would be appropriate for the Province to assist the municipality in recovering costs and in the interim assist financially. If the recovery costs are not available then a funding formula should be there to assist the municipality. Most municipalities do not have contingency funds for disasters and the funding would affect another area if taken from the resource source. Bottom line is why should the municipality be penalized for someone else's mistake or from an act of nature.

Leamington
Ontario

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

Chief Robert a. Bradt-Leamington Fire Services-38 years with the department.
Leamington is 92 square miles-28 miles of waterfront on Lake Erie including Point Pelee National Park-28,000 population and growing-mixed urban-rural.
Largest H.J. Heinz Plant and distribution warehousing for all Heinz products in Canada. Largest concentration of greenhouse complexes in North America. On Lake Erie and with the exception of Pelee Island and Middle Island, all land south is United States. Nearest border crossing is Windsor-Detroit-30 minutes away. Waterfront wide open with lots of unmonitored takeoff and landing locations. Private Leamington Airport with a 3859 foot runway.
Emergency Plan has not been activated in my 38 years with the department.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

The main natural threat would be the weather. The prevailing winds are from the south/west and with no obstacles to slow them down on their trip across the open lake, severe storms can, and do, reach landfall. Storms and winds off Lake Erie can reach the 80 to 100 km in a very short period of time and the potential for major damage is certainly there. Our eastern end of the municipality as well as Point Pelee National Park are susceptible to Lake Erie flooding during high water times and severe storms (high water is not the case this year). Man-made threats are the usual transportation and storage of dangerous products, unknown what they are until the incident occurs. As part of Bill 148 the department is currently working on a Municipal Risks Assessment Review.

The municipality is working through Ontario's new Bill 148 and will be in the position of meeting the first part of the July 2004 deadline. Our Emergency Plan is in the final stages of current updates and changes to meet the requirements of Bill 148. Training is ongoing.

No-train tracks have been completely removed from my response area.

-Yes, any infectious biological agent released would affect the water system that supplies 4 of the 7 municipalities in the County of Essex. An air release is impossible to comment on. Too many variables.

-Yes, accommodating 100 or more persons for 7 days would require an emergency to be declared and the Emergency Plan being utilized.

-Same as above

The Fire Department is in charge of keeping the Emergency Plan up-to-date and one of my 2 Deputy Chief's has been appointed as the CEMC for the municipality as per Ontario's Bill 148 requirement.

Containing the crisis and hanging on until outside help arrived. The agencies involved would depend on the incident and what is involved.

Yes.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

3.1 The answers for the above questions will be clearer after the department completes it's requirements under Ontario Bill 148 "The Emergency Management Act"

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

Being addressed in our requirements for Bill 148.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes No X ***Were you given procedure information regarding the use of these caches? Yes No*** X ***Were you consulted on the usefulness of these caches? Yes No*** X. ***Could you find a cache in your community and report on the usefulness of its contents?***

NO

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

Educational Assistance, along with equipment to perform the task.

No

Whatever we require within reason.

Yes & Yes. A formal agreement would assist with the municipality's planning.

Very little funding received over the years. Lack of government commitment and direction impeding our readiness preparation.

Unable to judge. Have not seen any.

Unable to comment. Have seen no information on the OCIPEP.

See above paragraph.

Is there such a person or position? No.

No, it is pretty clear to me that the Department of Defence clearly requires funding. Please don't send one of their helicopters over my emergency scene, as it could create a larger problem than I had to begin with and don't send a submarine as we no longer have a dive rescue team to rescue the members of the crew. Thanks.

Leamington
Ontario
(Revised)

Questionnaire on Community Preparedness for an Emergency or Disaster

3.4 (a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-releted updates or instructions?

5.3 (a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it?

(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it?

PLEASE INDICATE RESPONSES HERE

3.4 a – No

b – We are part of Essex Counties "Reverse 911 System" The system has been installed and is currently being programmed and information loaded. Leamington has only one FM Radio Station CHYR and no TV Station outside of Windsor. CHYR has pre-program time slots during nights and weekends and break in broadcasting advantage would be minimum.

5.3 .a – Nothing to base it on. Have always been able to look after our own problems and have not declared an Emergency in my 38 years with the Department.

b - As much as we are entitled to, as soon as possible and should come from Provincial and Federal govemments.

Alma
Québec

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

1.1 Director, Fire Department; experience mainly acquired through training at Arnprior given by the Emergency Preparedness College.
1.2 The City of Alma has an area of 202 square km and has a population of 31,000 inhabitants.
1.3 Industrial: Alcan (primary metal), Alcan Hydroelectric Dam, Abitibi Consolidated (paper industry), railway service both industries. Municipal airport with two departures daily.
In the last decade, at least twice. I do not have precise numbers. Les than once yearly.
The Alcan hydroelectric dam and the amonia tanks used in the industrial sector.

2) De quels moyens votre municipalité dispose-t-elle pour évaluer les risques et intervenir?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

- ***A train tanker-car that bursts and spills a hazardous chemical?***
- ***The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?***
- ***A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?***
- ***How large a fire and how severe an earthquake?***

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

2.2 We can evaluate and handle all risks listed above.
2.3 All of these situations apply to our environment and in fact constitute major emergencies.
2.4 As for initial response, our city has a very good ability to respond, reinforced by the municipal emergency plan. The only risk that presents a problem is a biological spill.
2.5 No idea, a very relative question.
2.6 Yes.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

3.2 Initial response and immediate notification of provincial authorities.
3.3 yes it is satisfactory.
3.4 We have very good relations with the regional media, but we have no authority over them.
3.5 No, there are structures already in place.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

4.1 As part of the reorganization of the Fire Department, we are developing this approach so that concerted action is taken in this case. In addition, in the resident's guide for 2004, there are instructions for emergencies.

4.2 Yes, see the attaced document.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

5.2 No

5.3 Depending on the disaster, as quickly as possible and taking into account all three levels of government. Reimbursed by the higher levels of government.

5.4 No

5.5 Not aware

5.6 Given that we cannot go beyond the provincial government, we have few expectations and little information in this regard..

5.7 Not aware

5.8 No, No, No, No.

5.9 Not aware of any officer from Canadian Security Intelligence Service,
No,
?????

5.1 see page 44 of the emergency arrangements manual for our municipality.

INVENTORY CARD

STORAGE ADDRESS

NUMBER STREET

CITY POSTAL CODE

TYPE OF BUILDING (FIRE STATION, MUNICIPAL GARAGE, ETC.)

Description	2/3 unit			
(Health Canada ref. no.)	Quantity required		Your inventory	
	No.	Bxes.	No.	Bxes.
Stretchers				
M.S.G. Grey blankets				
Rescue knapsacks				
Injured triage post #1				
Injured triage post #2				
Injured triage post #3				
No. boxes				

Inventory conducted by

NAME POSITION EMPLOYER

INVENTORY DATE

NEEDS	SERVICES OFFERED	SUPPLIERS OR PARTIES	REF. NO.
Telecommunications Pages 54 and 55	Communications equipment	Cantel Radio-Ondes Clearnet	41 42 43
Chemical toilets, page 46	Sanitation equipment	Servac Sani-Mobile	
Transport Pages 53 and 54	Transporting victims Transportation during snowstorms	Alma Autobus & Taxi	45
Clothing Page 51	Clothing for victims	Almacueille	52

Note:

No direct agreements are allowed between the City and National Defence. If required, however, do not hesitate to ask the Ministère de la Sécurité Publique to request the services of the Canadian Armed Forces.

Municipal Emergency Plan
City of Alma

FICHE D'INVENTAIRE 2/3 URB

ADRESSE D'ENTREPOSAGE

NUMÉRO RUE

VILLE CODE POSTAL

TYPE DE BÂTIMENT (EX. CASERNE DE POMPIERS, GARAGE MUNICIPAL, ETC.)

Description **(no de référence Santé Canada)**	**2/3 unité** **Quantités requises**		**Votre inventaire**	
	Nbre	Btes	Nbre	Btes
Civières (5-1128)	44	11		
Couvertures grises M S G (8-430)	90	9		
Havresacs de secourisme (8-850)	30	5		
Poste de réception des blessés #1 (8-9051)	1	1		
Poste de réception des blessés #2 (8-9052)	2	2		
Poste de réception des blessés #3 (8-9051/1)	1	1		
Nombre de boîtes		29		

INVENTAIRE FAIT PAR

NOM FONCTION EMPLOYEUR

DATE DE L'INVENTAIRE

BESOINS	SERVICES OFFERTS	FOURNISSEURS OU PARTIES	NO RÉF.
Télécommunications Pages 54 et 55	Matériel de communication	- Cantel	41
		- Radio-Ondes	42
		- Clearnet	43
		- Bell Canada et Mobilité	
		- Radio-amateurs	44
		- Télus	
Toilettes chimiques, page 46	Matériel sanitaire	- Servac-Sani-Mobile	
Transport Pages 53 et 54	Transport des sinistrés (autobus et/ou pont aérien)	- Alma Autobus & Taxis inc Les Transports Delisle ltée	45
		- Les Transporteurs en vrac	46
		- Via Route	48
		- Tilden	49
		- Nolicam	50
	Transport lors d'une tempête de neige	- Union des motoneigistes (Lac Saint-Jean Est)	51
Vêtements Page 51	Vêtements pour les sinistrés	- Almacueille	52
		- La Friperie	53
		- St-Vincent de Paul	

Note :

Aucune entente de service ne peut intervenir directement entre la Ville et la Défense nationale. Cependant, au besoin, il ne faudrait pas hésiter à demander au ministère de la Sécurité publique de requérir les services de l'Armée canadienne.

Orangeville
Ontario

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

I am the Fire Chief and Dufferin County Fire Co-ordinator

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

Orangeville is 3,523 acres, and is approx 2 ½ miles by 2 ½ miles. Urban

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

Large industrial base

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

Varying levels of emergency situations (road closures do to weather) to major fires. These types of things happen approx three times a year

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

Natural (severe winter storms) (severe summer weather i.e. tornados)

Man-made (industrial - spills, fires)

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

Because of lack of staff, it appears to be a very low priority at this time

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

All items listed

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

On a scale of 1 to 10, a 6. Emergency Plans are in place

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

Containing the crisis

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

Yes

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

For any serious emergency we would have to rely on outside help for back-up equipment and personnel

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

Within an hour. Two hours

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

Yes. - No

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

No

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

No

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

An Emergency Booklet is distributed to households annually when we publicize Emergency Preparedness Week

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Could you elaborate?

Yes. A centralized "foam" bank located in Shelburne

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

Manpower

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

No

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

Unknown

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

Yes

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

Yes, but could be greatly improved upon

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

Somewhat. My problem is the expectations of these people far exceeds the resources that a community like us have

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

Yes. ?

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ***Were you given procedure information regarding the use of these caches?*** No ***Were you consulted on the usefulness of these caches?*** No ***Could you find a cache in your community and report on the usefulness of its contents?***

No. No. No. No.

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

No. No. Nil

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

No. As much as possible depending on the situation

Val d'Or
Québec

Questionnaire on Community Preparedness for an Emergency or Disaster

1. Could you describe yourself and your community?

I have been the Director General of the city as well as the co-ordinator of the emergency preparedness plan for 18 years. I have taken your basic course in preparedness and response.

The City of Val d'Or is a rural-urban municipality with a demographic density of 8, 116 persons per square kilometre, spead over 3,958. 130 square kilometres.

To be found on our territory: an airport, several large industries, a railroad used to transport various types of materials and products such as tankers. The territory is surrounded by forests.

There are no statistics available on emergencies or catastrophes.

2. What is your community's risk assessment and response capability?

Spills would be the greatest man-made threat and flooding the majornatural threat.

As concerns the assessment of our capacity to respond in an emergency, we are prepared to say that we would have various problems connected with lack of training. Municipalities find training very expensive. There is also a lack of resources for updating measures contained in the emergency plan.

An unforeseen and sudden disaster threatening human life, the environment, etc. For us this would probably mean floods or spills from a tanker.

Putting the emergency plan in action, calling on regional authorities, even though all the equipment needed is not available In an emergency, we have always managed to calm the climate of panic and crisis by giving accurate information on the event.

Yes, we do count on assistance from the federal and provincial governments in the event of a cyber-attack or chemical, biological, radiological, or nuclear disasters.

3. Are your assets sufficient to meet the threats you have?

Not really, due in particular to almost yearly budget cuts. We have neither the back-up equipment nor the personnel we would need.

Nevertheless, depending on the seriousness of the event, we can count on the collaboration of various agents (organizations, ministries) connected with our emergency preparedness plan. In an emergency, we would have no trouble interrupting television or radio broadcasts to report messages to citizens.

We have already worked in collaboration with Quebec Public Security and additional help from the federal government would be welcome.

4. Do you have programs in place to help prepare your community for the anticipated threats?

The municipality has an emergency preapredness plan and each business enterprise must also draw up its own plan. In an emergency, depending on whether it is minor or major, business owners will be notified of the municipal plan's operations.

As to supplies, we have obtained the collaboration of certain suppliers and set up supply points.

5. How much provincial and federal assistance do you expect in an emergency?

Training should be free of charge for municipal personnel. More materials should be made available and there should be a review of the grant procedures for funding rapid response teams.

We cannot say we are satisfied with federal and provincial credits when it comes to training and test exercises. They pay only a small % of real costs.

In a major emergency, the government should immediately announce its assistance and advance the funds needed. Afterwards, the situation should be analysed and the government should assume the costs.

The following questions have to do with assistance from the federal government.

Yes, our municipality should be able to count on assistance from the federal government but there is no need for a formal understanding.

Credits are needed to support the efforts of our municipality, but the application procedure should be improved.

Knowing little about OCIPEP's orientation and national co-ordination, we have nothing to say on this subject.

The answers to question 5.8 are in the negative. We can't say whether or not such caches exist on our territory.

No agent of the Canadian Security Intelligence Service agent belongs to our response team. No, Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials have not been called on.

In conclusion, there is for the moment no link between our emergency plan and that of the DND.

Val d'Or
(Revised)

Questionnaire on Community Preparedness for an Emergency or Disaster

3.4 (a) Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate whether this power was granted officially and by what means (provincial legislation).

No, we do not have the power to interrupt broadcasts, we would act in cooperation with the broadcasters.

3.4 (b) If your municipality does not have the power to interrupt broadcasts unilaterally to transmit emergency-related updates or instructions. Please indicate how you plan to inform the population in an emergency? Would you count on the cooperation of broadcasters? Would it be helpful if your municipality had this power?

We count on the collaboration of local broadcasters. *Yes, it would be helpful to have such power, but only in a major emergency; we have never as yet had a problem.*

5.3 (a) Judging from past experience, what assistance does your municipality expect to receive from the provincial government in a major emergency? How long does it take this assistance to reach you? Who should pay for it?

We expect both assistance and advice. The response time is rather quick: a matter of a few hours. And the costs of resources have been assumed by Quebec.

5.3 (b) In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

This depends on the size of the disaster, but the government should send the necessary assistance as rapidly as possible and at its expense.

Brockville
Ontario

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

Peter Mulvihill, Fire Chief, Community Emergency Management Co-ordinator, County Fire Co-ordinator & County Emergency Medical Services Co-ordinator. 33 years in the fire service with 17 years in senior management.

Brockville is an urban municipality with a population of 21,375 and a total area of 18 square kilometres.

We have a number of major industrial facilities, highway 401, major rail-line and we're situated between two international bridges. The municipality is situated on the St. Lawrence Seaway.

The only declared emergency in the City of Brockville was the ice-storm of 1998.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

The 401 and rail-lines are the major concerns.

The emergency program is being re-developed to comply with provincial legislation.

All of the above may qualify.

The city of Brockville has the equipment and manpower practical for a municipality of this size.

A successful response would be resolving the crisis, although this may require provincial or federal assistance depending on the situation.

Yes, a CBRN disaster would require assistance from the provincial government through either the Ottawa Fire Department or Cornwall Fire Department.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

3.1 People and equipment are limited by the size in tax base to the municipality. Our fire and police departments are very well equipped and back-up personnel and equipment are available through mutual aid plans throughout the county.

3.2 In most circumstances, the community's emergency resources along with mutual aid plans would be adequate until provincial assistance arrives.

3.3 The city of Brockville has a county wide radio system to accommodate all fire departments and police have provincial capabilities. A mobile command centre is available for any major emergency and contains all radio frequencies that may be required.

3.4 Our local radio stations are of great assistance to provide emergency related updates or instructions. This was proved during the ice-storm of 1998.

3.5 Our community has excellent links with the Emergency Management Ontario.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

The Lanark, Leeds and Grenville Counties and Safe Communities Coalition have developed a 72-page emergency preparedness guidebook which has been distributed to every occupancy in Leeds Grenville.

Funding is not available for warehousing supplies needed for a major disaster. Social Services has extensive registration kits for establishing emergency shelters. A number of cots and sleeping bags are also available.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given

procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

Funding for the training of emergency response personnel and equipment to allow for local CBRN teams to be developed.

The funding provided for training and exercising of the emergency plan is sufficient for table-top and small exercises, however, a more elaborate exercise would require additional funds.

We would anticipate assistance from the provincial government for resources and direction in some emergencies. The province would fund this assistance if an emergency was declared.

The community would rely on federal support in the way of funding to return the municipality to normal operations.

JEPP funding is very helpful, however, a funding ratio of 75:25 would be more appropriate in most situations.

No comment

No comment

We are not aware of Health Canada's program.

None of these organizations are included in our emergency plan at this time.

Our local militia is a part of our emergency plan and the commanding officer is our contact from that organization. This was proven with their assistance during the ice storm of 1998

Milton
Ontario

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

Mario Belvedere, Chief Administrative Officer, Town of Milton

Population 44,000; Rural Urban Mix; 147 Sq. Miles

Near Pearson International Airport in Toronto

No community emergency/disaster experienced

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

Natural Threats - Floods, windstorms, blizzards

Man-Made Threats - Aircraft, Rail, Hazardous Materials, Gas Leaks, Power Outs

Emergency is defined as a situation or impeding situation that constitutes a danger of major proportions to life or property.

Community Emergency Response Plan fine-tuned in May, 2003

Scales of Emergency identified in Plan.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

Local reserve fund established to fund emergencies declared by Mayor

Local emergency resources would be depleted very quickly - insufficient local assets

Regional assistance would be available upon the call of the Mayor

Several agreements in place with neighbouring municipalities for emergency assistance (resources and equipment)

Communication structure requires more work as a result of recent plan test

As long as there is no additional administrative requirements

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

Jointly published "Personal Emergency Preparedness Guide"

Identified through mutual aid fire plans and agreements; critical infrastructure manuals, emergency plan appendices and departmental supplementary plans

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

No recent funding received

Levels of Emergency defined in plan

JEPP grant is extremely helpful; would like to see program expanded to assist municipalities in providing capital funding to create emergency operation facilities and infrastructure (ie power supply generators).

Not aware of Health Canada program or cache.

Additional funding grants for training, exercise, preparedness would help meet the legislative requirements and not burden the local tax dollar.

Milton's Emergency Plan is linked with the Region of Halton; Region of Halton's plan links with the higher levels of government.

Milton
Ontario
(Revised)

Questionnaire on Community Preparedness for an Emergency or Disaster

3.4 (a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-related updates or instructions?

5.3 (a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it?

(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it?

Response

3.4 - Milton does not have unilateral ability to interrupt on command. If the scale of the emergency were required more than a limited evacuation of the surrounding area than the Region of Halton plan would be implemented. The Region of Halton may have this ability.

5.3 - where an emergency is beyond the response capacity of Milton; the Mayor requests the Region to implement its plan. Where an emergency is beyond the response capacity of the Region, the Regional Chair requests the Provincial Plan to be implemented. Milton pays for Milton Emergency only.

Owen Sound
Ontario

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

I am Fire Chief and Director of Paramedic Services as well as Community Emergency Management Coordinator for the City of Owen Sound. Have held the positions for eight years.

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

Our city covers an area of approx.60 sq.miles.population of 22,000 3/4 urban,1/4 rural.

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

We are within 60 kms.of Bruce Nuclear station. We are a shipping port, the commerce and industrial centre for the region.

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

We had a Twister pass through an area 10 kms. south of the city approx.six years ago. Have had nothing direct.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

Bruce Nuclear Plant,Fairly busy shipping port.Located on the southern tip of Georgian Bay. Nuclear waste transported through the community regularly.light to medium industry. Sulphur Dioxide for industrial processes,chlorine,ammonia.

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

We are in reasonably good shape. We are currently working on compliance with the new Ontario Emergency Management Act Essentials Level by April 15,2004.

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

Train tanker spill, flood,large fire/explosion,vessel incident would be a real potential threat in this area.

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

WE have a good workable plan in place, have tested components of it yearly. The necessary response capability would depend on the magnitude of the incident.

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

I think containing and waiting for help would be our approach for a major emergency.

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

We have and are able to deal with a biological emergency. We may be able to deal with a cyber attack.Chemical,Radiological,and Nuclear would be beyond our capabilities.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

WE do not have enough financial,personel or equipment resources to deal effectively with the above stated emergencies.

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

We could potentially deplete our resources almost immediately.Our regional assistance would come from Toronto which is three hours away travel time.

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

Our local command structure is alright.Communications would be a major problem as emergency response services are on different frequencies. Regional command and communication would most certainly be problematic.

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

We could and would interrupt local television and radio communication.

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

Absolutely

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

We take advantage of Emergency Preparedness Week to run news paper and radio adds as well as municipal council notices and news conferences educating the public on emergency preparedness.Supplying pamphlets etc.

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

We are currently updating our risk assessment. We have not warehoused supplies.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

We would like more recourses for equipment and training for rapid intervention teams.

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

We have not requested funding we have been exercising the plan on our own so far.

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

We would declare the emergency immediately and expect full assistance and cooperation from the Province.

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

Yes. It is an understanding that this assistance would be available once the emergency is declared.

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

Yes. We have been successful with JEPP on various projects.Ameteur radio systems,Water response unit,generator for EOC. etc.

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

I have been working closely with Emergency Management Ontario. Have not had direct contact with Federal Gov.

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

Not sure.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

No

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

No

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

We are within thirty kms.of Base Meaford.We utilized their resourses during a winter storm emergency in 1996. We would not hesitate to call them again under similar circumstances.

Owen Sound
Ontario
(Revised)

Questionnaire on Community Preparedness for an Emergency or Disaster

3.4 (a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-related updates or instructions?

5.3 (a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it?

(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it?

(a) No

(b) In the past e.g. (recent power outage) We visited our local radio station and were allowed to broadcast various instructions to the public with their assistance. We currently have a good repore with our radio station but the ability to interrupt broadcasts on command to transmit emergency related updates and instructions would be beneficial in the future I believe.

(a) We have not required Provincial help in the past to the best of my knowledge.

(b) Reasonable time would depend on the particular urgency, needs and circumstances. Four hours would be reasonable for a response to this area of the province.

Cowichan Valley
British Columbia

Question 1) Could you describe yourself and your community?

The Cowichan Valley, located 50km north of Victoria, BC on the east side of Vancouver Island, is home to approximately 80000 residents of diverse culture and economic background. Much of the area is rural and mountainous and covers an area of over 1025.9 sq. km. In many cases the small townsites, communities and islands that make up the CVRD have only one route for access and egress. The urbanized areas of the valley tend to surround the Trans Canada Highway and it is this transportation corridor that provides island wide access for all hazardous materials delivered up and down Vancouver Island. Rail transport of dangerous goods was discontinued approximately 3 years ago with the take over of the rail lines by Rail America. The valley has 2 large rivers that travel thru both rural and urban centres and water levels rise significantly during flood season. The Nanaimo Airport is located adjacent to the valley's most northerly border and all flight paths are over CVRD land. Additionally, the Victoria International Airport is located across the bay from our southerly boundary and the westerly flight path is directly over one of our most populated townsites, Mill Bay. Additionally, the Valley coast has 6 major harbour facilities, and 2 tank farms as well as 3 routes serviced by BC Ferries.

The logging industry has been the major economic driver in the valley for over a hundred years. In the past 10 years the industry has experienced a serious decline including the closure of some large mill sites. The valley boasts a pulp mill owned and operated by Norske Canada. This mill is located on the shores of Juan de Fuca Strait. Efforts to diversify the economy in recent years have been successful and eco tourism and the winery industry have taken off. This has introduced a need to bring Business Continuity Planning to a much broader cross section of business and industry. The Cowichan Valley is also a bedroom community to Victoria in the south and Nanaimo to the north.

The Regional District Board decided to undertake Emergency Planning and Preparedness in July 1996. At the time, I was hired on a 2 year contract with the primary objective being to amalgamate all of the municipal plans and non–municipal areas were little or no planning had been undertaken. Prior to this I had been doing Emergency Planning for 3 of the municipalities first as a volunteer and then in a stipend position. My previous employment background had been in the human resources field, which lent itself very nicely to management of the volunteers and the negotiation/liaison components of emergency management. I had been studying emergency management through the Justice Institute of BC and have subsequently become a regional trainer for the Emergency Management Division specializing in Emergency Social Services and Incident Command. I have responded with the American Red Cross during the Tri-State Flooding in 1994 as an Admin. Assistant to the Mass Care Officer

Before the completion of my contract the Regional Board, comprised of 4 municipal representatives and 9 electoral are representatives decided to adopt an establishing bylaw, which effectively made EP a function of the Regional District. Unlike municipal governments in BC, Regional Districts must apply to the province to undertake a function and subsequently given the authority to tax. The Emergency Program now has myself and 2 full time clerical staff. Often they provide support to the Mid Island Emergency Program Managers Committee as I am the only EP Manager to have such support. My annual budget is approximately $250,000 per year.

The Emergency Program Office has identified that their could be upwards of 100+ agencies represented in a response during a disaster and as such has recognized the need to establish a Regional Emergency Operations Centre to co-ordinate large scale, Level 3, response activities. This centre will serve 9 Electoral areas, 4 Municipalities and several First Nations Reserves. It will also provides assistance with coordination and resources to our neighbouring Regional Districts to the north – Nanaimo, Alberni and Comox Valley, with whom we have done extensive Regional Response planning and have developed and implemented an Emergency Management Agreement (much like a Mutual Aid Agreement) over the last 5 years.

In the last 10 years the Cowichan Valley has experienced:
A structural fire that completely gutted one of our extended care facility that housed 100 seniors
The snowstorm of New Years '97 did significant infrastructure (road & bridge) damage throughout the valley and as well as damaging many float homes located in some of our more populated harbours. There were serious issues surrounding snow removal on 2 hospital facilities and the roof of the Regional District office saw seriously damaged and required major structural repair.
A propane tanker complete with pup overturned on the Trans Canada Highway in 2001 effectively shutting down north/south transportation from Victoria for 19 hours.
In July 2002 the Town of Ladysmith suffered a serious water contamination that caused the Public Health Officer to order 7000+ residents to cease use of the water. Drinking water supplies were trucked from neighbouring communities and there were no reports of illness from consumption of contaminated water.
There have been 2 serious multi unit apartment building fires requiring complete evacuation and temporary housing of approximately 150 residents. Of significance in each of these fires was that fact that the majority of the residents were special needs individuals, were on social assistance and had no insurance coverage.

In February 2002 we had a significant environmental fire at a building materials recycling site. It burned for 10 days and caused serious air quality/health concerns to the public health officials.
In the summer of 2002 there was an interface fire on the crest of Mt. Tzouhalem in an area of rough, mountainous terrain. It threatened the village of Maple Bay; approximately 500 homes perched on the cliffs. Fortunately fire fighters working with the Ministry of Forests were able to contain the fire and the only significant loss was a barn.
Spring 2003 – Major Gasoline spill in an Industrial Park. Required evacuation of 250 residents on the bordering mobile home park and all of businesses for ~8 hours. No serious injuries or damage to aquafure and neighbouring river.
The summer of 2003 saw the entire Valley on alert for fire. Much of the area is rank 5 & 6 fire hazard rating. Our response agencies were on standby. No major events – 2 five hectare fires were managed by local fire department and MoF.

Question 2) What is your community's risk assessment and response capabilities?

In consultation with the Emergency Planners from the entire Mid Island Area (Nanaimo Region, Alberni Region, Comox Valley Region, Alberni Valley Region) we have conducted the risks and hazards analysis relevant to this area and have ascertained that we need to have contingencies in place for:
Aircraft crash, dam breach, dangerous goods/hazardous materials, earthquake, fire – structural, fire – wildland/interface, flood, marine incident, power interruption, snowstorm/blizzard, terrorism, transportation disaster – rail, tsunami, water supply interruption, nuclear emergency response, pandemic influenza, business continuity – work stoppage

Local preparedness is progressing at a steady pace. Key agencies, responders, support staff and volunteers have been identified and trained to support the key functions using the BC Emergency Response Management System (the Provincial Standard) – EOC Management, Operations, Planning, Logistics, Finance and Admin. Additionally, all have received copies of the Response Phase Operational Guidelines complete with checklists. Annual exercises are being conducted and if the trained personnel are not involved in play, they do observe or act as simulators. This facilitates a better understanding of the response plan and fosters learning is a safe and positive environment.

Because a response group must have the ability to function 24/7 the response plan has been developed using a region wide approach thereby making better use of limited people resources. An Emergency Management Agreement between the Regional District and its member municipalities has been adopted in conjunction with the Establishment Bylaw. It is expected that during a serious incident personnel will be deployed based on need and not employer. This does require considerable forward thinking on the part of local politicians who provide the much-needed leadership prior to, during and following an incident.

Emergency Response agencies/departments have had numerous opportunities to respond in recent years. Because the training and response protocols have been standardized (including function checklists) the response have been quick and effective. The Policy and EOC Management Groups direct all response based on Response Priorities Goals that always start with saving lives and progress through to the less serious issues. For the most part we have been able to cope very effectively at a local level with support from our neighbouring regions and some support from the province – i.e. Hazmat response team during propane spill, provision of funds to support ESS response (food, clothing, lodging) following the fires. Throughout the Mid Island area a considerable amount of energy has gone into joint planning with local health officials (including 1st Nations Health) to address response process and coordination to serious chemical/biological events and work has begun to establish Hazardous Materials Response Team capabilities on the island independent of provincial support. This initiative was begun with a Resolution submission to UBCM in the fall of 2003 that was fully endorsed by member municipalities at their annual convention.

The Emergency Program Office has begun to shift its focus to mitigation and recovery planning in recent months. It is hoped that through these activities we will be much better equipped to limit our exposure to hazard or at the very least have a recovery strategy in place that assists the community get *back to normal*.

Question 3) Are you assets sufficient to meet the threats you have?

The Regional District is recently moved into a new building which houses CVRD employees. The entire executive wing of the new building will serve as the Emergency Operations facility complete with standby generator power, supplies and emergency communications via a restricted access frequency network has been assigned by Industry Canada for the use of Zone and Regional Operations facilities. The network provides radio communications with all areas of Cowichan Valley (east side of the island @ Maple Bay/Crofton to NitNat/Caycuse on the west) as well as north to the EOC in Campbell River, West to Alberni and to PEP in Victoria. Additionally, EOC responders will make use of their own tactical networks when establishing a position in the Communications Room within the EOC. Considerable capital funding has been required to accomplish this and the Region has been successful in obtaining JEPP funding.

Experience has taught us that we have adequate capability to deal with large-scale incidents during the initial response phase. We have not had to extend response beyond 1 week. Provincial and federal support is currently at least 12 hours away – i.e. Hazmat assistance must be transported from the mainland.

Our Regional District does have an extensive Public Information Plan in which key contact/Information Officers have been appointed by the Regional District and member Municipalities to be the official point of collection, dissemination and distribution of information. The plan also identifies information routing and makes provision for seconding ICS/EOC trained media personnel to work with the Information Team during a crisis. This strategy has proved effective thus far.

Involvement with the Provincial Emergency Program has been through the designated channels – Emergency Program Coordinator/Liaison Officer to PEP ECC and up the chain. We have established links to many agencies and they have been involved in a lot of the planning that occurs at the local level including joint trainings and exercise and inclusion on local EOC call out if required. This is extremely effective and beneficial to all parties. There are times when the process of dealing with PEP has been extremely frustrating. While, as the EP Coordinator I understand the rational behind the direction given from that level, their approach has left much to be desired and as such I have ended up spending too much time and energy stroking and soothing the locals left battered by PEP.

An example of this would have been during the Water Contamination. The Zone 3 EOC was activated including the implementation of the Information Plan. The results were quite positive and the routing of information was effective and fast. This event occurred on the heals of the much publicized Walkerton Water Incident and local officials were very congnacent of the implications of a botched response. A PEP representative contacted us during the response and suggested that it would be better if they wrote the Media Releases. What she failed to recognize was that the municipality had stepped up, taken responsibility, was working side by side with the Public Health Officer and all releases were being written by a media rep in consultation with the CAO of the Municipality who is the designated IO. Given that Provincial legislation requires local government take ownership of planning and response, the question often arises as to why PEP pick and choose their time of involvement. A fair question and one I have never been able to really answer for local officials.

Our link to the federal government has been somewhat limited – JEPP application annually, some involvement with local DND officials, but an extremely healthy relationship with 1st Nations organizations including 1st Nations Health and INAC and little or no connection to OCIPEP. We know were they are, we sort of know what they will do if we need their help and we understand that PEP discourages direct contact though at times I believe this could benefit all of us.

Question 4) Do you have programs in place to help prepare you community for the anticipated threats?

The Regional Emergency Program has multiple components in addition to the EOC Group. The Program Office staff often provides Personal Preparedness

Workshops throughout the region to interested individuals and organizations. Similar workshops are available to businesses in the community as well as advice and suggestions for Business Continuity Planning. Approximately 4 years ago the Information Team published a Personal Preparedness Guide that was distributed to 45,000 homes in the valley. The same information is available on the Program Office website.

Additionally, the Program has had a Neighbourhood Preparedness Program in place for quite some time. This component provides training to residents of neighbourhoods of 50 homes or 2sq km. This training is provided at no charge to the residents and includes:
Personal Preparedness, 1st Aid, Fire Safety and Suppression, Light Urban Search and Rescue, Incident Command, Sheltering and Special Needs (ESS @ the neighbourhood level), Rapid Damage Assessment (Level 1) and Basic Communications.

There is a well-established ESS (Emergency Social Services) team comprised of both Recreation Facilities Staff and numerous volunteers. We have trained approximately 1200 volunteers. There are 26 designated and equipped Reception Centres with 4 major facilities located at central points throughout the region designated as the primary reception centre with access and staffing available 24/7. Our regional model is duplicated in the communities immediately to our north whom we do planning, training and exercising with and we would call on them if resources were severely depleted. The Mid Island Planning Group is fortunate to have 2 JIBC ESS Regional Trainer and training is standardized and current.

The community has begun to store supplies such as a federally supplied Advance Treatment Centre and Casualty Collection Unit stored in steel kiosks (storage containers) that have been installed at various local government sites throughout the valley. We have also developed 3 Group Lodging facilities complete with beds, bedding and comfort kits (personal supplies). In working with schools throughout the region we have encouraged training staff in similar disciplines as used in our Neighbourhood Program and we provide direction for development of kiosks that store emergency supplies and rations that during the school year would support the site – staff and student population in the initial phases of an emergency. This kiosks are also accessible to our Program. But perhaps the most useful tool that we have developed is an Emergency Supplies and Resource Database that lists 24/7 contact information for suppliers of resources that will be essential to the valley. This database in housed at the 911 Dispatch Centre for ease of maintenance and access by key response personnel.

5) How much provincial and federal assistance do you expect in an emergency?

In the Mid Island area the Provincial Emergency Program is perceived as "9 suits in Victoria (Regional Managers) who have large geographic areas to support and not enough resources at their own disposal". We call on our Manager for advice and support in the planning phase and we do call them to assist with funding for PDA/ESS support. They have little or no response capabilities and it would appear that PEP's primary mandate is to support Provincial Government infrastructure.

We are concerned at the lack of training support that exists, in fact recently it appears that we are being punished for preparing ourselves because when asked to support an advanced level of EOC training we were refused in favour of communities who have little or know planning in place. I am fortunate to have an annual budget that supports this sort of training and exercise but recognize that this is not the case with many of my colleagues.

We do not expect an enormous amount of aid from Victoria in a catastrophic event recognizing that most of the resources will be directed to the lower mainland and Victoria. This recognition is what lead to the development of our Emergency Management Agreements.

Our expectations of the Federal Government have not been clearly defined. In a large scale event (ie. Earthquake or major flooding) I would anticipate that their assistance would come in the form of DFA. I do not anticipate truckloads of resources – stuff & people finding their way to the Cowichan Valley. I do know that the Mid Island Emergency Program Managers would like to meet with our OCIPEP staff to share information and gain knowledge and information regarding their plans and leadership strategies to be employed during a large event. This approach seems to be discouraged by PEP.

JEPP funding is always an interesting discussion item for the MIECM. Our Regional District has taken advantage of this funding regularly in the past 10 years. It has been extremely helpful in providing additional funds for projects that may very well have been stalled due to lack of funding otherwise. It is interesting to observe though that all applications do not appear to be treated equally. My counterparts have in the passed used the same formatting and project outlines as I only to be refused. I sometimes think that this is a direct lack of knowledge regarding the processes used for funding local governments (particularly Regional Districts) and their ' at arms length' departments.

I am familiar with the Health Canada emergency caches. I have some of this equipment but would like to obtain more. I would like a better understanding of how to obtain these supplies.

CSIS is not included in local planning. Our plan assumes that terrorist related incidents would be the responsibility of the RCMP and that they would have links to CSIS. We do work with the local detachments though they tend to keep themselves at a distance from the local planning process assuming that they will lead events that are of a criminal nature and not clearly identifying what their role is in other events.

Thetford Mines
Québec

Questionnaire on Community Preparedness for an Emergency or Disaster

Thetford Mines Fire Department.

1.1:

I am Chief of Operations.
Inflammable liquids spill on the highway, and tornadoes

1.2:

119.72 habitants / square kilometre. Area: 224.36 km2. Rural-urban.

1.3:

Provincial road intersections, therefore heavy traffic within the city.

1.4:

In 2001, Thetford Mines amalgamated with 4 other municipalities.
To my knowledge, over the past 20 years, a tornado, a possibly explosive hazardous materials spill were the only two events that have occurred.

2.1 :

The main threat would be a hazardous materials spill on the highways or on the rail network.

2.2:

Very low capacity. We do not have the necessary equipment or training.

2.3 :

All of the above

2.4:

We have an emergency plan. It must be updated. We have equipment for certain events, but not for all events.

2.5:

Evacuation, security perimeters

2.6:

Yes.

3.1:

A budget of approximately $700,000.00. 49 firefighters, 13 firetrucks, all terrain vehicle, snowmobile, boat.

3.2:

Hazardous materials spill: very quickly. Help must arrive as soon as possible. Regional help will take one hour to arrive.

3.3:

We are satisfied with our local communications structure but the regional structure needs improvement. A better structure would be helpful. Incomplete risk assessment plan, lack of funding.

3.4 :

Yes.

3.5 :

Yes

4.1 :

Secure facilities, prevention visits, help, evacuation exercise

4.2;

Yes. Generators, blankets, emergency plan, rescue equipment.

5.1 : release funds.

5.2 :

No.

5.3 :

Specialized teams. One hour travel. If it is a hazardous material, the manufacturer covers the cost.

5.4

Yes, we must count on the federal level. Canutech is available, and Sécurité civile. Agreements are not necessary.

5.5;

Relevant.

5.6 :

Yes.

5.7 :

Yes.

5.8 :

I am not aware of these shelters. We don't have any.

5.9 :

The Canadian Security Intelligence Service officer is not a member of our team... No contacts with the Canada Customs and Revenue Agency officer...so for the time being no help is available.

5.10 :

No ties with DND.

Léon Bisson
Chief of Operations, Thetford Mines Fire Department.

Colchester
Nova Scotia

Re: Questionnaire

Q 1.1

I am Carl Shaw, the Regional Emergency Measures Coodinator for the Municipality of Colchester, the Town of Truro, and the Town of Stewiacke. I have been in this position for four years, I have been a fire fighter for 26 years, a fire chief for 6 years, lead person for the Special Hazards Response Unit for northern Nova Scotia for 6 years and I was Chairman of the Nova Scotia Firefighters School for 9 years. I have taken courses in Emergency Preparedness, Emergency Planning, Emergency Site Management etc.

Q 1.2

The Colchester region is approximately 95 km east to west and 75 km north to south with a population density of 13.25 per sq.km. As you can see the area is not very populated, except fot the Town of Truro and the surrounding area.

Q 1.3

Our area has some small to medium industrial pockets but no real large industrial areas of facilities; but we are in the centre of Nova Scotia and all major highways and railways coming or going to the port of Halifax pass through our area. As well all highway and rail traffic to Cape Breton and Newfoundland pass through our county.

Q 1.4

The North River and Salmon River join in the Truro area and most of our emergencies are caused by flooding from these rivers. This usually happens in the winter and spring when ice condictions are right to cause ice jams in these rivers thus they flow over the river banks, into business and residential areas.

Q 2.1

The main natural threats to our community would be flooding from the rivers as well as forest fires. When it comes to man-made threats it would have to be a hazardous material incident on either the roads or rail lines
or the failure of a dam which holds back the Town of Truro water supply, up on high ground above the town.

Q 2.2

Our emergency preparedness rated excellent in a recent evaluation. This does not mean that it is perfect! There are still areas where more training and facilities are needed.

Q 2.3

A train derailment in the centre of town spilling hazardous materials would be a major emergency, in a remote area of the county this would be different. An illness of 25 people a day for seven days would put a real strean on our health facilities. A flood that causes us to evacuate 100
people, we can handle; 1000 people would put a strain on resources. A large forest fire that wouls require massive evacuation woul put a strain on resources.

Q 2.4

Our community has plans in place to respond to most large emergencies; but, should we have to respond to a chemical or biolocial emergency we would have problems. Approximately 1 year ago list of equipment and supplies were prepared to fill this void, this was to be caused shared by the province and the federal governmant, these materials were to be placed strategically around the province with some of this equipment coming to the Special Hazards Responce Unit here in central Nova Scotia. To date, I as director of this unit have not received any of these materials.

Q 2.5

The Special Hazards Responce Unit which operates out of this area and also covers all of northern Nova Scotia would hope that in a major emergency they would do their best to resolve the crisis for the community that they would respond.

Q 2.6

Righr now, because of lackof material resources, all of the communities in northern Nova Scotia would have to rely on provincial and/or federal governments to handle CBRN emergencies.

MORE TO FOLLOW!!!!!!!

Carl

Parksville
British Columbia

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

1.1 I am the Fire Chief for the municipality as well as the Emergency Co-ordinator

1.2 Our community is approximately 11,000 people in an area of approximately 16 sq. miles. Our community is mainly urban with some rural components on the fringes.

1.3 We have no major industry, port, airport or transportation hub. The exception to this would be the main highway that runs up and down the Island that a MCI could occur.

1.4 Our community has not had any major emergency or disaster in approximately 50 years with the exception of larger isolated fire incidents involving some multi-family units.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

- ***A train tanker-car that bursts and spills a hazardous chemical?***
- ***The release into the local water supply or airspace of enough infectious biological agents to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?***
- ***A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?***
- ***How large a fire and how severe an earthquake?***

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

2.1 The main threats to our community would be a potential flood, earthquake, or wild land interface fire. We have little man-made threats, as our community is mainly a bedroom community.

2.2 Our assessment of our preparedness and training is considered to be low at this time. We have the need to conduct some additional training to bring the organization to a better level of preparedness.

2.3 All of the noted incidents would be considered a major event for our community.

2.4 Our community has a "Regional Plan" in place in conjunction with our neighbouring communities. Depending on the nature of the incident, we would need additional equipment and resources to successfully deal with any given incident.

2.5 For our community, the successful resolution of a crisis is the ultimate goal. However, we may be realistic in the goal of containing the incident and mitigating losses until additional resources arrive from either the provincial or federal government.

2.6 Our community would need to rely on a higher level of government to deal with all of these incidents. We may have the resources to deal with a cyber attack on our information system depending on the complexity of the attack.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

3.1 The financial resources of the community would not be able to withstand a serious disaster without significantly impacting our long-term budget and capital program. We do have an agreement with our neighbouring communities to bring in additional resources and personnel if required. This is dependant on our neighbours not having to deal with a major crisis of their own.

3.2 Our resources would probably be depleted in a matter of days in any significant disaster were to occur. Depending on the nature of the incident, we would not expect regional assistance unless the incident was localized to our area.

3.3 We are reasonably satisfied with our regional command structure. We will need to conduct another regional exercise to confirm work out any problems.
3.4 Our community cannot interrupt local radio or TV broadcasts at this time without going through the media itself.

3.5 There could always be a better relationship with the higher levels of government. We currently have a satisfactory working relationship with some of our partner groups.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

4.1 Through our Emergency social Services group, we have attempted to provide information to the public on what they need to know or have on hand to prepare themselves in the event of an emergency.

4.2 We have warehoused a minimal amount of equipment. Items such as a casualty collection unit and comfort kits are on hand at this time. We have made arrangement with some local suppliers for any provisions that we may need.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

5.1 Funding and equipment needed in the event of a disaster should be the provincial and federal government's responsibility.

5.2 We have not requested any funds for conducting an exercise of our plan so I cannot properly comment on this issue.

5.3 Depending on the scale and nature of the emergency, we would expect significant assistance from the province. However, if the emergency covers multiple jurisdictions, we do not realistically anticipate immediate assistance from the province. It may be days before assistance is available depending on the priorities of the other areas involved. (i.e. in a major earthquake)

5.4 We may have to rely of federal support depending on the nature and duration of the incident. It is our understanding that we first go to the province, who then in turn would apply to the federal government for assistance. There should probably be a more formalized process set out as to who pays for what and when.

5.5 The JEPP program is helpful, but it is somewhat cumbersome. If the process was more streamlined, it would be a bit easier to use for those of us that do not have the extra time to put into the application process.

5.6 Have not heard of this organization so I cannot comment.

5.7 Cannot comment

5.8 We do have a cache of some equipment that was provided through Health Canada. We do have a 64 person Casualty Collection Unit. If there is a different type of cache available, we are not aware of it.

5.9 We have not included any of these organizations in our emergency plans. We would not anticipate any assistance being required from them.

5.10 We have a small component of our plan attached to DND. This is to cover of any nuclear responses to CFMETER only.

Parksville
British Columbia
(Revised)

Questionnaire on Community Preparedness for an Emergency or Disaster

3.4 (a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-releted updates or instructions?

5.3 (a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it?

(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it?

PLEASE INDICATE RESPONSES HERE

3.4 a) We do not have the unilateral ability to interrupt on command any local television or radio stations

b) It is our intention to utilize the local electronic media to inform the public. We are relying on their sense of community to assist in this area in the event of an emergency. It may be a benefit to officially have the authority to interrupt broadcasts, but at this time it is not deemed to be a priority as the local media have indicated that they would assist in any way possible.

5.3 a) Based on past experience, we have not had to rely on the provincial government for assistance due to the fact that we have not had a significant event occur in our jurisdiction.

b) In the future, it would be dependant on the nature and scale of the incident to determine the amount of assistance required from the provincial government. A reasonable time frame for assistance would be within 24 hours depending on the nature of the incident. It should be a provincial responsibility to pay depending on the scale of the incident.

Saint-Georges
Québec

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

Robert Poulin: Director, Fire Department
Assistant Coordinator for Emergency Arrangements since 1986.
Responsible for establishing and updating the plan and operational scenarios.

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

220 square kilometres
28,629 inhabitants
Urban and rural

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

We are located 40 kilometers from the U.S. border and we have a regional airport with a 5500-foot runway.

Our freshwater supply is at the dam that is used to restrain spring thaws.

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

Over the past ten years we have been subject to emergencies twice (2x) per year, during the spring thaw and in the summer with heavy rains. Damages vary between 1 and 6 million dollars depending on the severity of events.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

Group A:
- Chaudière River, as well as the Sartigan Dam.
- Ice storms and heavy rains
- Hazardous materials

Groupe B:
- Major highway accidents
- Downtown conflagration (fire)
- Airplane crash
- Water supply break

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

Our capacity to intervene is good, and our regular personnel has received diverse training in their respective response fields.

2.3 For your community, what is a major emergency? Would any of these examples qualify?

- ***A train tanker-car that bursts and spills a hazardous chemical?***
- ***The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?***
- ***A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?***
- ***How large a fire and how severe an earthquake?***

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

We have a plan as well as various possible scenarios. We have personnel and also mutual support agreements signed with other municipal partners, and the equipment is sufficient.

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

We have established operational scenarios for the above-mentioned risks (2.1) and we are relatively well organized to hold on. We have not yet required governmental help, except for compensation orders.

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

Yes

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

We believe we have the financial resources and equipment to start emergency operations. As for a chemical or nuclear attack, however, we are not at all prepared.

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

Yes

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

Yes, radio and community television, agreement signed between the parties.

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

Yes

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

We have produced broadcasts for the community television.

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

Yes, we have stored a U.R.B. for 100 persons

We have sandbags for flooding

Agreements with suppliers of material and equipment.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities, especially in terms of training, materiel or funding for rapid emergency response teams?

Governments should have responsibility for training establishments. At the federal level, very highly specialized personnel should be made available to municipalities, within reasonable timeframes (± 2 heures)

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

We do not receive any funding.

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

Very little from Québec, past trials have demonstrated long response times (± 4 to 6 heures)
With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

We cannot deal directly with the federal government, we must go through the provincial level, which I consider to be a major shortcoming.

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

Not up to now, it impedes our efforts because we have never been able to send a request beyond the regional office of the Government of Quebec.

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

No knowledge at the municipal level
Very little information is transmitted to us through the Government of Quebec

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

I believe so.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

No to all the above questions.

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

We are not aware of any officer.

We have never received any information concerning Canada Customs and Revenue Agency.

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

No.

Airdrie
Alberta

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

Mike Dingle. Has taken courses in emergency preparedness at Arnprior and various courses at the Alberta school of disaster services.Worked on 2 disasters in the City of Airdrie, and worked on Hurricane relief in 1999 in Puerto Rico, as well as various exercises. I am currently working as deputy director of Disaster services for the City of Airdrie.
Ed Funfer.Several courses from the Alberta school of disaster services, various exercises and 2 local disasters I am currently employed as the Director of Disaster services for the City of Airdrie.

1.2 Population 23,680. 19 sq kms. 5 kms east-west. 7.5 kms north-south. Our community is urban.

1.3 yes we have major industrial sites within the City of Airdrie. We do not have a port or border crossing; we have quite a few main highways that pass through our community about 20 kms away from Calgary international airport so we are in the flight path.

1.4 We have had various disasters in Airdrie most of them have been snow storm related, may 1986, 1988, 2003 we had a small anhydrous leak in Apr 1987.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

2.1 Snow storms, Highway # 2, Calgary airport, C.P rail line,

2.2 Confident for small disasters but unable to handle large scale event without help, training is ongoing and will continue.

2.3 Plans yes, personal and equipment no.

2.5 containing and waiting for help to arrive.

2.6 Yes.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

3.1 Ltd dollars back up personal within 20 mins if other municipalities were not affected same for equipment.

3.2 Instantly. Depends on the disaster itself and who else is affected. But within the hour if available.

3.3 Yes.

3.4 Yes.

3.5 Good working relationship with provincial rep have had limited dealings with fed reps.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

4.1 We have had limited dealings with our public, but we are just getting started in holding classes to help them set up during a disaster and to last at least 72 hours before we can help them.

4.2 No. Too many supplies needed no space or money.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

5.1 Education and equipment are the ones we think should be ear marked.

5.2 Not really we believe that the grant money available is too difficult to receive and not enough for disaster services and the funds are drying up.

5.3 We would expect as much help as possible to get the job done. We would expect to have funds quite quickly and we would arrange with suppliers to pay when money is received.

5.4 We have not dealt with the Federal government so we are unaware of the rules and maybe we should have an agreement in place.

5.5 Low dollars and complicated system.

5.6 Limited information.

5.7 No answer.

5.8 Yes I phoned my provincial rep and he was unsure but on checking he found the info.

5.9. I phoned the rep on receipt of your package and we have not talked yet.

5.10 No.

Port Alberni
British Columbia

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

My name is Irene Farris and I am the Emergency Program Manager for the Alberni Valley, part of the Alberni-Clayoquot Regional District, located on Vancouver Island, in the Province of British Columbia.

I have been involved in disaster/emergency preparedness, planning and response for over 10 years and, in addition to my responsibilities as the Alberni Valley Emergency Program Manager, am also a:

a) disaster response volunteer with the Canadian Red Cross (responses include 1997 Manitoba floods, 1998 Kosovo refugees, Kingston, Ontario) and the Province of British Columbia 2003 Firestorm;
b) disaster response volunteer with the American Red Cross (responses include 1995 flood and tornado, New Orleans, LA; 1998 Hurricane George, Washington, DC; 1999 Hurricane Floyd, Raleigh, NC);
c) volunteer trainer for the Emergency Management Division of the Justice Institute of British Columbia;
d) member of the Vancouver Island Mobile Support Team.

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

The Alberni-Clayoquot Regional District (incorporated under the *Municipal Act* on April 25, 1967) is situated on Vancouver Island between the Regional District of Nanaimo and the Comox Valley Regional District.

The geographic area covered by the Alberni-Clayoquot Regional District is made up of the City of Port Alberni, District of Tofino, District of Ucluelet and six electoral areas.

The Alberni Valley Emergency Program and the Alberni Valley Emergency Plan cover an approximate area of 1.9 million square kilometres having a population of approximately 25,400 and consists of the City of Port Alberni and four of the six Alberni-Clayoquot Regional District electoral areas: Beaufort ("B"), Beaver Creek ("E"), Cherry Creek ("F") and Sproat Lake ("D").

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

The Alberni Valley has a number of industrial facilities including the Port of Port Alberni, a NorskeCanada paper mill, a number of sawmills and fish plants. The Alberni Valley Airport is also located within the area. The only road access to the west coast of Vancouver Island (Bamfield, Long Beach, Tofino and Ucluelet) goes through not only the Alberni Valley but also the City of Port Alberni.

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

The Alberni Valley experiences a number of day-to-day emergencies that are handled by the Port Alberni detachment of the RCMP, the British Columbia Ambulance Service and one of four fire departments (City of Port Alberni, Beaver Creek Volunteer, Cherry Creek Volunteer and Sproat Lake Volunteer). A number of incidents have occurred where the response has tasked the limits of responders and mutual aid is activated.

On March 28 and 29, 1964, Port Alberni was hit by a tsunami caused by an earthquake in Alaska.

In September 1997, a propane tanker overturned in a largely industrial area although the two-kilometre evacuation area included a large number of residences that also were evacuated.

In September 1998, a hog fuel fire erupted at a waterfront industrial site. Fortunately, the Martin Mars Water bombers were at their home base on Sproat Lake and were able to assist the Port Alberni Fire Department and the industrial site fire responders in extinguishing what was a potential disaster. The site of the hog fuel fire was within metres of a school, business area and large residential area.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

The main natural and man-made disaster threats to the Alberni Valley include:

Aircraft Incident
Dam Breach
Dangerous Goods/Hazardous Materials Incident
Earthquakes
Fire – Structural
Fire – Wildland/Urban Interface
Flood
Marine Incident
Pandemic
Power Interruption
Snowstorm/Blizzard
Terrorism
Transportation Incident
Tsunami
Water Supply Interruption

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

The Justice Institute has providing the following training of Alberni Valley Emergency Operations Centre personnel of the Alberni Valley Emergency Program:
Incident Command System 100
Emergency Operations Centre Level 1
Emergency Operations Centre Level 2
Emergency Evacuations
Exercise Design

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

A major emergency or disaster is an incident that would be beyond the day-to-day response capabilities of Alberni Valley emergency responders and the Alberni Valley Emergency Operations Centre would be partially or fully activated to support the site.

No – rail service to the Alberni Valley has been eliminated and all dangerous goods and hazardous materials that were once transported by train are now brought in by tanker trucks on the one road into the Alberni Valley. We could be affected and cut off from the "outside" by a dangerous or hazardous incident. The dangerous or hazardous materials are then transported through residential and business areas of the City of Port Alberni and the Alberni Valley.

Yes

Yes – a flood caused by rising waters or a dam breach (the Alberni Valley has two dams) could force the evacuation of a large number of people.

Yes – the Alberni Valley is a forestry-based community and surrounded by forests. Every summer brings the possibility of large forest fires that could affect residential areas in the Alberni Valley.

Yes – the Alberni Valley lies in the Modified Mercalli Intensity VIII Zone. According to the Mercalli Scale, an earthquake of intensity VII would result in the following: slight damage to specially designed structures; considerable damage (including partial collapse) to ordinary buildings; great damage to poorly built structures; fall of smokestacks, chimneys, columns, walls and monuments; overturned heavy objects and furniture; broken windows and considerable glass on sidewalks.

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

The Alberni Valley Emergency Program has just completed a major update of the Alberni Valley Emergency Plan. Using JEPP (Joint Emergency Preparedness Program) funds, the Alberni Valley Emergency Plan was updated in 2001 to adopt BCERMS (British Columbia Emergency Response Management System) which is based on the Incident Command System. The Alberni Valley Emergency Program Office is currently working with all response agencies to ensure their emergency response plans are coordinated with the "community" plan.

The Alberni Valley has many trained, qualified emergency responders in the four fire departments (one career and three volunteer), the RCMP and the British Columbia Ambulance Services. During a major emergency or disaster, an Emergency Operations Centre (EOC) is activated to support the site. The Alberni Valley Emergency Program is in the process of recruiting and training personnel to fill the functions within the EOC. These people must not only have certain skills, knowledge and training but must also possess a desire to be involved in something that may not occur anytime soon. The Alberni Valley Emergency Program does not currently have the personnel to optimally operate an efficient EOC.

Resources, equipment and supplies are available from within the Alberni Valley and the next step in the Alberni Valley Emergency Program emergency response preparation is obtaining consents from suppliers, owners and operators for the use of their supplies and equipment and compiling a database.

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

The ultimate successful response to a major emergency or disaster in the Alberni Valley would be to resolve the crisis. The Alberni Valley Emergency Program would use all plans, personnel and equipment available to respond to a major incident. If the capabilities of the responders and the local authority were expended, mutual aid would be requested from neighbouring communities. If the incident was such that we were one of many affected areas, we would "hang on" until provincial or federal help arrives.

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

The Alberni Valley would rely on the provincial and/or federal governments to handle a cyber-attack or a chemical, biological, radiological or nuclear disaster.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

In terms of available people and equipment, see Item 2.3 above. In terms of money, emergency planning, preparedness and response in the Alberni Valley is limited to a small annual budget. The Alberni Valley Emergency Program does not currently have back-up equipment and personnel nor does it have a safe and secure facility to locate an alternate EOC.

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

The Alberni Valley Emergency Program has limited emergency resources which would quickly be depleted in event of a major emergency or disaster. The Alberni Valley would have to rely on the one road for transportation of additional resources from outside the area and if that road was damaged to the point of not allowing transit, the Alberni Valley would have to bring in resources either over rough logging road through the mountains or by boat up the Alberni Inlet.

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

The Alberni Valley is satisfied with its local/regional command structure except for the fact that there are no back-up for many of the functions.

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

The Alberni Valley Emergency Program can interrupt local television and radio broadcasts in order to transmit emergency-related updates and instructions. We do not have the capability to interrupt national television and radio broadcasts.

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

The Alberni Valley Emergency Program would like "tighter" links with relevant provincial and federal agencies.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

As the Alberni Valley Emergency Program Manager, I am available to do a two-hour presentation on emergency preparedness. A number of schools, businesses, financial institutions, service clubs and community organizations have invited me to speak to them about being prepared to be on their own for at least 72 hours, if not one week.

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ☐ No ☐ Could you elaborate?

The Alberni Valley Emergency Program has identified the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur in the Alberni Valley. The Program office has been able to purchase some emergency response supplies and store them at the Alberni Valley Emergency Program office. A number of items have not been purchased due to lack of funding.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

The following community emergency response improvements should be the provincial and federal government's most immediate priorities:

equipment: many communities, including the Alberni Valley, will be left to their own devices when a major emergency or disaster occurs in British Columbia. Many resources and equipment supplies will be routed to the larger cities and smaller area will be left to take care of themselves. Supplying equipment would ensure smaller communities would be able to take care of themselves until provincial and/or federal assistance was available.

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

The Alberni Valley Emergency Program has previously obtained funding for 50% of the cost of training through JEPP (Joint Emergency Preparedness Program) and is aware that JEPP funding is available every year with no restrictions. Funding for exercises should also be available every year, however, the current JEPP guidelines limit exercise funding to once every three years for the same applicant.

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

Depending on the extent of the major emergency, the Alberni Valley might receive quite a bit of assistance from the provincial government. In the event of an major disaster that would affect the entire Vancouver Island and Southwest British Columbia regions, the Alberni Valley does not expect a lot of assistance from outside authorities. The arrival of assistance would depend on availability. It would be expected that the provincial government would pay for it.

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

If a major emergency or disaster occurs in the Alberni Valley, we will rely on provincial and federal support and assistance. As it currently stands, the Alberni Valley Emergency Program would not contact the federal government directly but would request assistance through the provincial government. The Provincial Government (British Columbia) would make the decision as where the assistance would be obtained from.

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

The main funding request process (JEPP) is helping to a certain degree but is also impeding the Alberni Valley Emergency Program's efforts to improve emergency preparedness. The guidelines for Critical and Allowable Project Expenses are limiting. There are many other allowable functions and items which could and should be included to better prepare a community.

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

Many smaller communities do not have a lot to do with OCIPEP (Office of Critical Infrastructure Protection and Emergency Preparedness) other than receiving brochures. OCIPEP has very little communication with the Albemi Valley Emergency Program.

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

The Alberni Valley Emergency Program is unaware of the capabilities or expected function of OCIPEP in the area of disaster response.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ☐ No ☐ Were you given procedure information regarding the use of these caches? Yes ☐ No ☐ Were you consulted on the usefulness of these caches? Yes ☐ No ☐ Could you find a cache in your community and report on the usefulness of its contents?

The Alberni Valley Emergency Program does not know what Health Canada emergency caches are or their locations.

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

The local Canadian Security Intelligence Service agent is not included in the Alberni Valley emergency planning and preparedness organization. Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials are not involved in the Alberni Valley emergency planning and preparedness organization. The Alberni Valley Emergency Program does not anticipate assistance from these departments.

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

The Alberni Valley Emergency Plan is not linked with the Department of National Defence (DND). If assistance is required from DND, we will access that assistance through the provincial government.